

**REVISIONS TO 2004-09 FRAMEWORK TO FOSTER DIVERSITY  
AS OF SEPTEMBER 8, 2004**

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*\* Challenge 5 (Developing a Curriculum that Supports the Goals of our New General Education Plan ) will not be addressed in this report as it falls outside the mission of this Division.*

## **Executive Summary**

Setting the strategic direction for diversity efforts is a critical step toward building a University that is well positioned for leadership in the new millennium. The Division of Development and Alumni Relations is enthusiastic about the potential we have—through enhancing, appreciating, managing, and leveraging diversity—to draw creative new approaches, deeper intellectual capital, improved communication, cross-cultural understanding, members, dollars, and much more.

As the Division of Development and Alumni Relations enters the second stage of Penn State's strategic planning process for diversity, we hope to build on the progress we have made over the past several years while setting ambitious plans for the coming five years (2004 – 2009). The goals and objectives that are outlined in this framework are ambitious. They are specific. And they are organized in a manner that establishes clear lines of accountability, clear methods for measuring progress, and clear expectations regarding regular communication about our progress to the Division and University.

To establish these goals and objectives, the Vice President of Development and Alumni Relations appointed a Division Task Force to plan the Division Managers' Diversity Retreat, establish groups to address each of the challenges before and during the retreat, and contribute to this report—based on data collection, benchmarking, and the recommendations of division managers.

While much data has been collected during this process—enough to formulate initial goals—the Division's leadership also recognizes that the offices responsible for implementing change will continue to propose ideas and that this plan will evolve through those proposals. The Division's framework for 2004 – 2009 is ambitious, but advancing diversity is not a static process and we expect that over the next five years new ideas will emerge from staff members, volunteers, and leaders—ideas that we, as a Division, will want to support and pursue.

Toward this end, and to encourage participation from all members of the Division in these efforts, the Vice President of Development and Alumni Relations will establish a \$50,000 Diversity Incentive Fund that will fund the most promising of these ideas—some already outlined in this report, others that will surface in the coming years—and reward initiatives that have shown good results.

The underlying premise of the Division of Development and Alumni Relations Framework to Foster Diversity (2004 – 2009) is that leadership at the macro level drives institutional change. Hence, the main Division leaders will be responsible for establishing early expectations; supervisors in responsible offices will play a key role in implementing these; and staff will learn, through these examples, the Division's expectations regarding diversity. Supervisory responsibilities will include direct involvement in each goal. They will also be charged with cultivating themselves in ways that improve their effectiveness as supervisors who support diversity and enhance the Division's climate. And they will be evaluated on their ability to achieve the objectives outlined in this document.

Under the leadership of the Vice President for Development and Alumni Relations, the Division of Development and Alumni Relations Diversity Committee (a standing committee that is further outlined in Challenge 7) will strive to use this plan in a manner that positions our Division, as well as Penn State as a whole, as a leader. One of our advantages as a Division is our frontline interaction with the University's alumni. Through this work, we have the capacity to enhance relations with all alumni and friends, attract underrepresented groups to join the University's volunteer organizations, and put their philanthropic dollars to work in ways that improve Penn State and its positive impact on the community, nation, and world.

As we engage in this important work and seek to achieve our objectives, we will need to attract and retain a productive, highly skilled diverse workforce. We want to ensure that our practices are employee-friendly and support our staff as they strive to balance work and family matters. And we want to be sensitive to our traditions, appearances, and practices as we conduct outreach to alumni, friends, faculty, staff, parents, students, corporations, foundations, and others interested in supporting the University's mission.

As our Division's strategic plan states, "... (we have) a strong desire to achieve new milestones in serving the University and our various constituents." We acknowledge that we cannot achieve these milestones without a framework to guide us and are committed to providing the necessary tools and support to accomplish these goals.

## **Challenge 1: Developing a Shared and Inclusive Understanding of Diversity**

A shared definition of diversity—one that is clearly understood by members of the Division of Development and Alumni Relations—enables the Division to set clear objectives and be accountable for moving toward inclusiveness. The Division of Development and Alumni Relations supports the following definition of diversity:

Our Division defines the concept of diversity as one that encompasses acceptance and respect. It means recognizing and understanding individual differences. These differences can include race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies. Diversity is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Plans for disseminating this definition to internal constituents are outlined in Challenge 1: Goal 1. Plans for disseminating information about our diversity goals to external constituents—a critical step toward leveraging diversity, diversifying our volunteer leadership, enhancing support for diversity initiatives, involving more diverse constituents in advancement, and more—are outlined in Challenge 1: Goal 2.

## **Challenge 1: Goal 1**

### **Enhance the Division's Understanding of Diversity, Strategies to Achieve Inclusiveness, and Diversity-Related Initiatives**

- A) The September 2004 Division Quarterly meeting will focus on the Framework to Foster Diversity 2004-2009 with information on our division's plan, feedback we received, and next steps. At this meeting, we will make a special point of highlighting the division's diversity statement so it is clearly communicated at all levels of the Division.
- B) The chair of the Division's Diversity Committee, as described on page 19 of this plan, has responsibility for disseminating the Division's diversity plan to all responsible parties along with a charge to develop timelines, steps, and regular assessments for achieving the assigned goals. Responsible Office: Diversity Committee in coordination with the Office of the Vice President for Development and Alumni Relations.
- C) Share the division's definition of diversity and diversity plan with new employees during orientation. Responsible Office: Office of the Vice President for Development and Alumni Relations.
- D) Promote diversity to division staff via the Launchpad twelve times per year. Responsible Office: Office of Development Communications, Office of Alumni Communications, Division of Development and Alumni Relations Office of Human Resources Representatives, Office of Planned Giving and Endowments, and Office of Donor Relations.
- E) Determine core competencies for diversity training for DDAR employees—courses that must be taken by all current employees and all new employees during their first year of employment. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.
- F) Include non-traditional training opportunities such as cultural activities, attendance at rallies, etc. in Diversity Training updates that appear on the Launchpad. Include broad array of non-traditional training opportunities that go beyond gender and race/ethnicity to highlight national origin, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.
- G) Have a diversity presentation at two of the three annual Division meetings. Consider making one of these a forum involving diverse alumni such as the forum on Women and Philanthropy that was conducted with a panel of female donors and alumnae. Possibly include people like Tommy Hogan who is responsible for recruitment and retention at AT&T. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives in conjunction with the Office of the Vice President of Development and Alumni Relations.
- H) Disseminate unit feedback results from University climate survey and use it as one barometer for planning future training programs. Responsible Office:

Division of Development and Alumni Relations Office of Human Resources Representatives.

- I) Rapidly disseminate information about current diversity issues to staff members so they have the information they need to communicate with staff, volunteers, and alumni constituents by signing up all staff members for Diversity Newswire. Responsible Office: Offices of Development and Alumni Communications in conjunction with the Office of University Relations.
- J) Continue and strengthen strategic partnerships with the Office of Student Aid by sharing data and reports regarding undergraduate student needs and financial demographics that will strengthen the case for support presented to donors. Responsible Office: Office of University Development in partnership with the Office of Student Aid.

### **Challenge 1: Goal 2**

#### **Communicate with External Constituents about Diversity Initiatives**

- A) Distribute Diversity Newswire to all relevant volunteer groups. Responsible Office: Offices of Development and Alumni Communications in conjunction with the Office of University Relations.
- B) Create mailings for underrepresented constituent groups, including informational pieces, cultivation pieces, and appeals. Responsible Office: Offices of Annual Giving, Alumni Communications, and Alumni Membership in conjunction with the Office of Educational Equity.
- C) Disseminate proposals and talking points to promote Enrichment and Destiny Scholarships. Responsible Office: Development Communications and Alumni Communications in conjunction with the Office of Educational Equity.
- D) Distribute information about diversity initiatives to alumni volunteers. Responsible Office: Alumni Volunteer Services.
- E) Assemble system for regular dissemination of feedback to division employees from Lion Line, (reasons why people don't give or become members, diversity concerns, etc.) on a monthly basis. Responsible Office: Office of Annual Giving.
- F) Regularly audit all communication pieces (brochures, newsletters, reports, magazines, advertisements) to ensure photos and illustrations of minorities equal or exceed general minority population of the University. Consider going beyond gender and race/ethnicity representation to highlight national origin, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies. Responsible Office: Development Communications and Alumni Communications.

### **Challenge 2: Creating a Welcoming Campus Climate**

The Division strives to enhance the climate in which people work, learn, live, and interact. Creating and maintaining a welcoming environment demonstrates respect for an individual's differences, affirms the value of diversity, and promotes a culture of acceptance and respect. Our focus for the next five years will be:

- To implement strategies that will enhance the experience of underrepresented groups and increase their involvement with the University. (Affirmative Action)
- To develop events that highlight the University's diversity. (Valuing Differences)
- To share best practices and diversity resources with managers, staff, and volunteers—practices that support civility and respect while creating a welcoming environment. (Managing Diversity)
- To provide financial support for programs that engage diverse constituents including faculty, staff, and students in support of the University's mission and the Division's strategic plan. (Leveraging Diversity)

### **Challenge 2: Goal 1**

#### **Implement strategies that will enhance the experience of underrepresented groups and increase their involvement with the University**

- A) Establish protocol to allow Cynthia Baldwin, an African American and current chair of the Board of Trustees, to acknowledge gifts from African American alumni and friends. Responsible Office: Donor Services.
- B) Critically evaluate the invitation lists, locations, foods, and entertainment for past events and programs to make events welcoming for underrepresented groups. Responsible Office: Office of Donor Relations and Alumni Events Management.
- C) Develop targeted programs that welcome diverse constituents who have had little involvement with the University after graduation. Consider programming opportunities that provide a welcoming environment for all underrepresented groups including gender, race/ethnicity, national origin, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies. Responsible Office: Office of Donor Relations, Alumni Volunteer Services, and Alumni Program Development.
- D) Increase the diversity of invitees at University tailgates from less than 1 percent per tailgate to 5 percent per tailgate. Responsible Office: Office of Donor Relations.
- E) Send a letter from the chairs of the National Council on Penn State Philanthropy (NCPSP) and the Alumni Council Diversity Committee to members of diverse alumni interest groups, volunteer committees, and volunteer leaders to find out how the Division can create a more welcoming climate for underrepresented groups. The results will be shared with all staff. A second letter will be sent to the same audience thanking them for their participation and encouraging them to become involved in specific volunteer committees or groups that will be listed with this correspondence. Responsible Office: Alumni Volunteer Services and Associate Vice President of Development and Alumni Relations.
- F) Add diversity-focused talking points to the Lion Ambassador tour scripts. These talking points may highlight details regarding prominent Penn Staters who represent the full spectrum of the University's diversity and who have contributed positively to the Penn State community. Responsible Office: Assistant Director of Student Programs in cooperation with the Associate Director of Strategic

Communications and the Assistant Director of Student Involvement at the Penn State Alumni Association.

- G) Organize regular meetings between the Alumni Council Diversity Committee and President Spanier, staff, administrators, and students to discuss and support initiatives that enhance diversity at the University. Share ideas, activities, and best practices with all staff by posting information on Division's Intranet. Responsible Office: Alumni Volunteer Services.
- H) Conduct Division-wide focus groups to assess climate issues and concerns in collaboration with the Office of Educational Equity. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.
- I) Develop and implement an internal system for reporting and addressing climate issues. Ask more staff to join the "Penn State Support Network" and identify new Network members for all staff so they can serve as a resource to address climate concerns or provide information about the University's diversity resources and support programs. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.

#### **Challenge 2: Goal 2**

##### **Develop events that highlight the University's diversity.**

- A) Explore highlighting programs that reflect diverse University and campus groups at development and alumni events (i.e. McKeesport Gospel Choir). Responsible Office: Office of the Vice President of Development and Alumni Relations.
- B) Hold at least one Penn State Today weekend for alumni of color. Penn State Today is a program designed to strengthen relationships with high-giving capacity alumni and to motivate them to a higher level of giving. Participants of this program may later be solicited for a scholarship gift. Responsible Office: Office of Donor Relations. Estimated Cost: \$5,000 - \$7,000.

#### **Challenge 2: Goal 3**

##### **Share best practices and diversity resources with managers, staff, and volunteers to support civility and respect, and create a welcoming environment**

- A) Enhance formal training programs regarding topics that affect climate issues such as conflict resolution, small group dynamics, etc. and communicate these opportunities to Division managers and staff members. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.
- B) Seek best practices for diversity from the entire Division (campuses, colleges, and volunteers) and make available to all staff through the LaunchPad. Responsible Office: Division Training Coordinators and Division of Development and Alumni Relations Office of Human Resources Representatives.

#### **Challenge 2: Goal 4**

**Enhance financial support for programs that engage diverse constituents and improve the climate of the University.**

- A) Raise awareness among donors of support opportunities for diversity-related programs and other programs that enhance the campus climate. Consider marketing fundraising opportunities that will enhance the quality of the Penn State experience for all of the University's diverse constituents. Responsible Office: Executive Director of University Development; Annual Giving; Development Communications and Alumni Communications.
- B) Support campus activities that contribute to a diverse and inclusive campus climate such as Martin Luther King Day events, the Commission for Women banquet, the Miss Black Penn State pageant, diverse Distinguished Speakers, and other programs. Consider programming opportunities that go beyond gender and race/ethnicity to highlight national origin, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies. Responsible Office: Penn State Alumni Association Executive Director.
- C) Solicit funds for Student Affairs programs and facilities that impact underrepresented students such as the MBNA Career Services Center, the Pasquerilla Spiritual Center, the Escort Service, and Late Night Penn State activities at the HUB. Responsible Office: Offices of Annual Giving and University Programs.
- D) Solicit five to ten major gifts (\$50,000 +) from diverse alumni by December 2009. Responsible Office: Office of the Associate Vice President of Development and Alumni Relations.

**Challenge 3: Recruiting and Retaining a Diverse Student Body**

Minority enrollment at Penn State stands at nearly 10,000 students or 12 percent of the student body. This is an all-time high for the University and a 50 percent increase since 1994. Scholarship support, program assistance, and volunteer involvement are three key ways that the Division can contribute to the University's overall success in recruiting and retaining a diverse student body.

Our focus for the next five years will be:

- to build scholarship and program endowments that work to enhance the racial, cultural, and socio-economic diversity of the University;
- to help sustain a welcoming and accepting campus climate by supporting diversity initiatives on campus and within our offices;
- to recruit and support diverse student groups by strengthening connections to the Division's extensive volunteer networks; and
- wherever possible, to support the full range of student diversity including gender, race/ethnicity, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, and other ideologies.



### **Challenge 3: Goal 1**

#### **Build scholarship and program endowments that work to enhance the racial, cultural, and socio-economic diversity of the University**

- A) Consider funding a development position in partnership with the Office of Educational Equity to be responsible for fundraising efforts that support scholarships for underrepresented student groups and programs that promote diversity within the University system. Responsible Office: Office of University Development and Office of Educational Equity. Estimated Cost: \$10,000 - \$50,000
- B) The Trustee Scholarship Program is a five-year matching scholarship initiative that partners endowed funds established by Penn State supporters with general funds from the University to keep the doors of opportunity open for everyone. University Development seeks to raise \$100 million for Trustee Scholarships by June 30, 2007. Each development director is responsible for raising a portion of this goal. The Trustee Scholarship Program represents a concerted effort to raise funds to support a more socioeconomically diverse undergraduate student body. Responsible Office: Office of University Development.

Of the 1,751 scholarships awarded in 2003-04 (including monies from the generic SAGEN fund established by student aid to use the Board of Trustees matching monies throughout the five-year fundraising term):

- a. 19.5 (341) percent of Trustee Scholarship recipients are minorities,
- b. 58 percent (1,023) are first-generation college students, and
- c. 100 percent meet the requirements for eligibility for the Federal Pell Grant (a federal program that seeks to make college accessible and choice of college available for the neediest students).

Reaching the \$100 million fundraising goal for the Trustee Scholarship program is one of five major objectives of University Development over the next four years. Other key objectives include Excellence Initiatives with a \$320 million fundraising goal, Hershey Medical Center with a \$135 million fundraising goal, Penn State Athletics with a \$100 million fundraising goal, and Faculty Support with an \$90 million fundraising goal.

- C) Provide staff members with training and materials regarding diversity-related scholarship opportunities—the Destiny and Enrichment Scholarship Programs. Development can increase donor gifts to these programs by raising staff awareness and by providing development field officers with talking points and proposals. Responsible Office: Office of Development Communications.
- D) Annually solicit diverse alumni for gifts to the general Penn State Enrichment Scholarship. This appeal will raise additional funds for the scholarship and will also encourage annual giving from younger alumni of underrepresented groups. *DDAR will work with the Office of Student Aid as they ensure that Enrichment*

*Scholarships aid the University's commitment to provide all individuals—regardless of ethnicity, gender, or other personal characteristics—the opportunity to achieve their full potential and contribute to the University's academic vitality. Alumni that begin annual giving early in their careers tend to continue and increase giving throughout their lives. Responsible Office: Office of Annual Giving and the Office of Student Aid.*

- E) Encourage alumni chapters and interest groups to create new *diversity* scholarship funds. Responsible Office: Alumni Volunteer Services and Office of Annual Giving.
- F) Continue raising annual support for underrepresented students from companies and foundations interested in the education of minority students. The Office of Corporation and Foundation Relations has solicited and received funding in the amount of \$429,000 over the 2003-2004 fiscal year. This office will strive to increase annual support for diversity initiatives by 10 percent to approximately \$475,000 per year. Responsible Office: Corporate and Foundation Relations.

### **Challenge 3: Goal 2**

#### **Recruit and support diverse student groups by strengthening connections to the Division's extensive volunteer networks**

- A) The Fast Start program plans to maintain the current level of student participation in this model program. As of January 2004, 168 students (1 of every 5 first-year minority students) are involved—this represents growth of 40 percent over the previous year. Significant growth in student participation would require additional facilities and staff resources. However, Fast Start will grow mentor participation to better partner mentors with student participants to a total of 225 faculty/staff mentors (from 181 in January 2004) and 300 alumni mentors (from 251 in January 2004) by 2009. Responsible Office: Fast Start Coordinator and Alumni Career Services.
- B) Systematically encourage Alumni Interest Groups to become involved with related student interest groups. This is already happening in some areas, for example, the African American Alumni Interest Group in the Washington D.C. area and the Penn State Professional Women's Networks of New York and Washington, D.C. both hold regular networking/mentoring events for current students. Responsible Office: Office of Alumni Volunteer Services.
- C) Strategically market LionLink, a professional networking program that pairs Penn State students from underrepresented groups with alumni. Responsible Office: Alumni Career Services.
- D) Encourage greater diversity among alumni recruitment volunteers.
  - a. Explore the possibility of conducting a baseline survey of volunteers to determine race, ethnicity, and gender. Responsible Office: Office of Undergraduate Admissions in cooperation with the Alumni Association.

- b. Consider whether additional recruitment initiatives are necessary to further diversify this group. Responsible Office: Office of Undergraduate Admissions in cooperation with the Alumni Association.

### **Challenge 4: Recruiting and Retaining a Diverse Workforce**

It is important to note that all of the data offered in Challenge 4 regarding the diversity of the Division of Development and Alumni Relations workforce relates only to women and minorities. At present, the Office of Affirmative Action does not offer data that captures the myriad individual differences covered in the Division’s definition of diversity (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies).

In 2001, the Division of Development and Alumni Relations reported that 96 percent of our staff members self identified as white. As of Fall 2003, 5.5 percent of our staff self identify as minorities. The chart below shows the number and percentage of employees from underrepresented groups per grade category.

**Percentage of Minorities in Division Positions by Grade**

|                    | 1997                          | 2000                           | 2002                           | 2003                           |
|--------------------|-------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Grade 19 and below | 3 of 95 positions<br>(3.2 %)  | 5 of 118 positions<br>(4.2 %)  | 4 of 128 positions<br>(3.1 %)  | 6 of 120 positions<br>(5.0 %)  |
| Grades 20 - 25     | 1 of 48 positions<br>(2.1 %)  | 3 of 69 positions<br>(4.3 %)   | 6 of 93 positions<br>(6.5 %)   | 7 of 101 positions<br>(6.9 %)  |
| Grade 26 and above | 2 of 39 positions<br>(5.1 %)  | 3 of 40 positions<br>(7.5 %)   | 2 of 54 positions<br>(3.7 %)   | 2 of 53 positions<br>(3.8 %)   |
| Total              | 6 of 182 positions<br>(3.3 %) | 11 of 227 positions<br>(4.8 %) | 12 of 275 positions<br>(4.4 %) | 15 of 274 positions<br>(5.5 %) |

While the Division has increased minority representation from 3.7 percent to 5.5 percent, an increase of 1.8 percentage points, representation of underrepresented groups in leadership positions has declined over the same time period.

Recruiting minorities to the field of institutional advancement has been a challenge for the Division. According to CASE, the Council for the Advancement and Support of Education, a national survey of advancement professionals conducted in 2002 revealed that approximately 5.8 percent of the respondents identified themselves as racial or ethnic minorities. While Penn State is nearly par with this national average, we aspire to achieve more.

The Office of Affirmative Action at Penn State recommends that:

- Our 63 Executive and Administrative positions should be at least 11 percent minority and 37 percent female (we are currently at 4.8 percent minority and 54 percent female)
  - The high goal here reflects national availability of minorities at this level. These jobs should attract candidates from across the country.
- Our 112 Professional Non-Faculty positions should be at least 9.3 percent minority and 54 percent female (we are currently at 5.4 percent minority and 71.4 percent female)
  - These jobs should attract candidates from across the state of Pennsylvania.
- Our 86 Secretarial/Clerical positions should be at least 6.8 percent minority and 77.2 percent female (we are currently at 2.3 percent minority and 100 percent female)
  - These jobs should attract candidates from Centre County.
- Our 4 Technical/Paraprofessional positions should be at least 11 percent minority and 25.8 percent female (we are currently at 0 percent minority and 100 percent female)
  - These jobs should attract candidates from Centre County.

While the goals proposed by Affirmative Action may be ambitious, Division leaders are committed to recruiting and retaining a more diverse workforce and this document outlines thoughtful tactics for achieving measurable progress in recruitment of minorities.

Women, while often defined as an underrepresented group, are amply represented in the Division. In fact women make up about 75 percent of all positions within the Division. And their representation in leadership positions within the Division has grown substantially over the past several years. They now hold approximately 55 percent of all leadership positions within the Division (Grades 26 and above).

**Percentage of Women in Division Positions by Grade**

|                     | 1997                          | 2000                          | 2002                          | 2002                          |
|---------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Grade 19 and below  | 93 of 95 positions (97.9 %)   | 111 of 118 positions (94.1 %) | 121 of 128 positions (94.5 %) | 114 of 120 positions (95.0 %) |
| Grades 20 – 25      | 34 of 48 positions (70.1 %)   | 47 of 69 positions (68.1 %)   | 58 of 93 positions (62.4 %)   | 65 of 101 positions (64.4 %)  |
| Grades 26 and above | 17 of 39 positions (43.6 %)   | 18 of 40 positions (45.0 %)   | 28 of 54 positions (51.9 %)   | 29 of 53 positions (54.7 %)   |
| Total               | 144 of 182 positions (79.1 %) | 176 of 227 positions (77.5 %) | 207 of 275 positions (75.3 %) | 208 of 274 positions (75.9 %) |

Employee retention is also critical to the Division. Staff retention within the Division is about par with the University's retention rates. According to OHR statistics:

|                    | University | DDAR    |
|--------------------|------------|---------|
| Retention FY 01-02 | 93.7%      | 93.6%   |
| Retention FY 02-03 | 95.3%      | 92.8% * |

*\* A noticeable decrease in Division retention over the past fiscal year can be attributed to the end of the Grand Destiny Campaign. It is common within the field of advancement for high-level development officers to move on after they have met their goals during a large capital campaign such as this.*

While the Division's retention rate seems to be consistent with that of the University, certain functional units within the larger Division have retention rates as low as 67 percent. Research has indicated that the single most important determinant of individual performance is a person's relationship with his or her immediate manager. Without a robust relationship with a manager who sets clear expectations, knows the staff, trusts the staff, and invests in the staff, staff members are less likely to stay and perform. The Division should treat retention as an ongoing priority that enables managers to focus on proactive measures to sustain long-term employment commitments, rather than reactive attempts to reverse surprise resignations.

Unfortunately, while the unit's high retention rate is commendable, it represents a bit of a double-edged sword. With a low employee turnover rate we have less opportunity to hire new minority staff. Therefore, as positions become available, the Division must ensure that we make concerted efforts to interview as many diverse candidates as possible for each position and, if necessary, to do more to promote our available positions to broader constituencies.

At this time, the Division is unable to measure retention/attrition rates specifically for minorities and women. However, the Office of Affirmative Action provides University-wide statistics that may be of assistance. The overall message these reports offer is that women and minorities leave the University at a far greater rate than other groups. For example:

- while 34.4 percent of Executive, Administrative, and Managerial positions at Penn State are held by women, 41.9 percent of terminations in this leadership category are female; and
- while 7.1 percent of all professional, non-faculty positions are held by minorities, 18.0 percent of all terminations in this category are minorities.

If we carry this message through to the Division of Development and Alumni Relations, we quickly recognize that women and minorities, once recruited to leadership positions, must encounter a welcoming, encouraging environment that invites their continued investment in the University's advancement if they are to stay and succeed within the Division.

#### **Challenge 4: Goal 1**

**Increase the percentage of full-time employees of underrepresented groups from 5.5 percent in Fall 2003 to 7.5 percent by September 30, 2009. Pay special attention to attracting minorities to leadership positions within the Division.**

- A) Increase minority candidates in pool. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives and all hiring units.
  - a. Use various strategies to increase awareness of job openings to strategic populations.
  - b. Employ the expertise of the Office of Human Resources in helping to spread the word about specific job vacancies.
  - c. Use the Association's own job posting service and other electronic media including internal lists and contacts.
- B) Educate managers about effective recruiting and hiring strategies.
  - a. Contract with Affirmative Action to conduct workshops for hiring managers at least twice a year. Responsible Office: Division of Development and Alumni Relations Office of Human Relations Representatives in coordination with Office of Affirmative Action which will offer courses for the Division on an Ad Hoc basis as requested.
  - b. Contract with external diversity experts and consultants as appropriate to conduct workshops and training sessions on recruiting and retaining a diverse staff such as the Alumni Association management staff did on September 1, 2004 with Dr. Tyrone Holmes.
  - c. Share magazine articles or post pertinent articles on the Launch Pad. Responsible Office: Office of Development Communications and Office of Alumni Communications.
- C) Encourage search committees to be as diverse as possible (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies). Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives (monitoring); Executive Directors of University Development and the Penn State Alumni Association (implementation).
- D) Communicate the importance of diversity (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies) to hiring managers. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives (monitoring); Executive Directors of University Development and the Penn State Alumni Association (implementation).
- E) Evaluate managers on diverse (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies) make-up of new hires.

- Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives (monitoring); Executive Directors of University Development and the Penn State Alumni Association (implementation).
- F) Encourage managers to interview at least one minority candidate. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives (monitoring); Executive Directors of University Development and the Penn State Alumni Association (implementation).
  - G) Analyze, communicate, and employ results of Best Practices Survey conducted by OHR (in cooperation with the Office of Affirmative Action) and the Alumni Association. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives (monitoring); Executive Directors of University Development and the Penn State Alumni Association (implementation).
  - H) Cultivate potential staff members from student and staff pools, paying special attention to strategic populations (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies). Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives (monitoring); Executive Directors of University Development and the Penn State Alumni Association (implementation).
  - I) Explore the feasibility of advertising Executive, Administrative, and Managerial positions to broader audiences to attract candidates from national advancement pool (Pittsburgh, Philadelphia, and New York newspapers; Chronicles of Philanthropy or Higher Education). Responsible Office: Executive Directors of University Development and the Penn State Alumni Association.
  - J) Offer internship and work-study opportunities to underrepresented students (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies). Responsible Office: Associate Vice President for Development and Alumni Relations; Executive Director of University Development; Executive Director of the Alumni Association.
  - K) Develop leadership programs to introduce students, particularly Lion Ambassadors and Blue & White Society members, into the advancement profession, especially targeting diverse (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies) students. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.
  - L) Reinstigate Division involvement with the Administrative Fellow Program. Have at least three fellows over the next five years. Responsible Office: Vice President of Development and Alumni Relations.

#### **Challenge 4: Goal 2**

**Increase the staff retention rate from 92.8 percent to 95 percent by September 30, 2009.**

- A) Educate managers to become aware and hold them accountable for their role in their unit's attrition rate. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives, Alumni Association Executive Director, Office of University Development Executive Director.**
  - a. Annually measure retention rates in individual units (on September 30 of each year).
  - b. Use measure as a basis for conversation in annual performance review.
  - c. Consider process of evaluating managers using peer and direct report input.
  - d. Encourage staff to participate in existing mentorship programs.
  - e. Benchmark with existing University programs to develop mentorship or other programs targeted specifically to women and minorities.
- B) Refine current exit interview system to incorporate questions that address climate and ensure that all employees who are leaving the Division have an opportunity to participate. Responsible Office: Associate Vice President of Development and Alumni Relations in coordination with the Division of Development and Alumni Relations Office of Human Resources Representatives (monitoring) and department heads within the Office of University Development and Penn State Alumni Association (implementation).**
- C) Analyze the results of the University-wide employee survey paying particular attention to organizational culture issues. Publicize results to staff and use as a springboard for discussion and planning among managers. Responsible Office: Vice President for Development and Alumni Relations.**

#### **Challenge 4: Goal 3**

**Collect data on an annual basis to measure progress and enhance the accuracy of data collection.**

- A) Collect all employment data on September 30 of each year to coordinate with Affirmative Action data collection. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives in coordination with Office of Affirmative Action.**
- B) Collect all employment data from official database. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives in coordination with Office of Affirmative Action.**
- C) Find a way to collect and disseminate applicant data for women and minorities in the same grade categories we measure presently to ensure that we are achieving adequate numbers of applicants from these groups. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives in coordination with Office of Affirmative Action.**



- D) Find a way to collect and disseminate data regarding retention of women and minorities in the same grade categories we measure presently to ensure that we are adequately retaining these groups. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives in coordination with Office of Affirmative Action.
- E) Explore ways to capture data on the full range of diversity within the Division (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies).

## **Challenge 6: Diversifying University Leadership and Management**

*“Plainly, the way to attract and retain talent,  
whether mainstream or minority,  
is to demonstrate that the way to the top is open.”*

—Society for Human Resource Management

Leaders within the Division of Development and Alumni Relations recognize the importance of diversity to our division and the University as a whole. The Penn State Alumni Association Executive Director, Roger Williams, in his Autumn 2003 Vision Statement for the Penn State Alumni Association, says:

First, The Penn State Alumni Association must strive for greater diversity in the broadest sense—age, gender, ethnic and racial background, geographic, sexual orientation, physical disabilities, and so forth—in our membership efforts and in our programs. In this inclusionary spirit, the sense of “family,” “belonging,” and “unity” must be made more explicit, particularly as regards alumni and groups of diverse backgrounds who need and deserve fuller representation. Greater diversity will generate a broader range of involvement from our alumni as we seek to strengthen the University.

Division Leadership has worked to diversify the volunteer leadership within the Office of University Development; enhance the Division’s understanding of diversity through mandatory trainings; and create University-wide scholarship programs that seek to strengthen the University’s diversity through need-based scholarships, first-generation scholarships, and enrichment scholarships.

The Division recognizes that one of the most visible signs of our commitment to diversity is in those we choose as our leaders. Not only does diverse management reflect the society we serve, but leaders with diverse backgrounds ask different questions and allow us to take advantage of a broader range of perspectives.

Our focus for the next five years will be:

- to implement a results-oriented plan for recruiting and retaining diverse administrators and leaders/volunteers and donors (race, ethnicity, national origin, gender, sexual orientation, socio-economic status, age, life circumstances, physical abilities, religious beliefs, political beliefs, or other ideologies); and
- to require demonstrated skills in managing diversity as a standard qualification for all leadership positions.

### **Challenge 6: Goal 1**

#### **Implement a results-oriented plan for recruiting and retaining diverse administrators and leaders**

- A) During the Grand Destiny campaign, volunteers on campaign committees were 24.7 percent female and .6 percent minority. While volunteer committees for the period leading up to the University's next major campaign are still being formed, as of January 2004, volunteers are 28.7 percent female and 1.9 percent minority. Our goal: 35 percent female and 5 percent minority by December 2009. Responsible Office: Office of the Vice President of Development and Alumni Relations.

##### Grand Destiny Committees:

562 total members  
 433 males (77.0 percent)  
 129 females (23.0 percent)  
 1 Asian American (0.1 percent)  
 2 African Americans (0.3 percent)

##### Investing in People (Post-Campaign) Committees

209 total members (as of January 2004)  
 149 males (71.3 percent)  
 60 females (28.7 percent)  
 4 African Americans (1.9 percent)

- B) As of July 1, 2004, the Penn State Alumni Association's governing body, the Alumni Council, is 15.2 percent minority and 40 percent female. The Alumni Council believes that, to be effective, it needs to "look" like the student body. In terms of minority representation, the Alumni Council now exceeds the student body (15.2 percent vs. 12 percent), but it falls behind in terms of female representation. Continue to ensure that diverse alumni are appointed and represented on the ballot. Responsible Office: Office of Alumni Volunteer Services.

##### Alumni Council:

85 members (as of July 2004)  
 51 males (60 percent)  
 34 females (40 percent)  
 8 African Americans (9.4 percent)  
 3 Asian Americans (3.5 percent)  
 2 Latino/a (2.3 percent)

1 International (1.2 percent; not counted in the minority percentage)

Minority leadership on Alumni Council is even more pronounced when considering the 18-member Executive Board and the Alumni Council Committee chairs.

For Executive Board, the true policy-making body, minority representation is 33 percent. This includes five African Americans (28 percent) and one Asian American (5.5 percent). The gender balance is 61 percent male and 39 percent female, although the presidency is currently held by a woman, Dr. Marianne Ellis Alexander.

Alumni Council gives rise to eight committees. Of these eight committees, 6 (75 percent) are chaired or co-chaired by minority council members. Of the 15 chairs or co-chairs, 8 are female (53 percent).

The Penn State Alumni Association will ensure that alumni of color are overrepresented on Alumni Council, compared with both the universe for alumni of color at Penn State and the universe of citizens of color in the Commonwealth of Pennsylvania. Both of these larger populations pose a challenge. On the former score, of our database of 444,912 active, addressable alumni, we can identify 20,581 or 4.6 percent as alumni of color. On the latter score, the Commonwealth's population is projected to remain significantly white for the foreseeable future. By 2010, the state's population is expected to be 82 percent white, 10 percent African American and 5 percent Hispanic.

- C) Identify staff from underrepresented groups who have administrative aspirations and potential and assist them in developing leadership and management skills. This would include, but not be limited to the Division's Mentor Program; the University's HRDC classes in Leadership, Management and Supervision; and the Administrative Fellows Program. Responsible Office: The Associate Vice President for Development and Alumni Relations and the Executive Director of the Alumni Association will bi-annually report to the Vice President for Development and Alumni Relations on the progress of this initiative.
- D) Look at the Administrative Fellow Alumni pool for all leadership positions and identify qualified candidates who should be formally invited to apply. Each time an administrative or leadership position becomes open, the search committee will be asked to review the list of Administrative Fellow Alumni, looking for those with related expertise and experience. These individuals, who may not be aware of the opening, should receive an invitation from the search committee to learn more about the opportunity and consider applying. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.
- E) Continue supporting the professional development of all Division administrators and leaders. Participation in existing programs, including but not limited to Mastering Supervision; The Penn State Leader; and Excellence in Leadership Management will be encouraged. Directors and managers will be nominated and encouraged to complete at least one of these programs during this planning

period. Responsible Office: Vice President of Development and Alumni Relations.

### **Challenge 6: Goal 2**

#### **Require demonstrated skills in managing diversity as a standard qualification for all leadership positions**

- A) Query job candidates on their own commitment to diversity. As part of the interview process, a couple standard questions would be asked. Possible examples include: When you hear the word “diversity” what comes to mind? Could you describe any experiences you have had working with people from different backgrounds or cultures? Could you share experiences you have had managing issues of diversity in your workplace? Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.
- B) Reference check would include one or two questions about the candidate’s demonstrated skills in managing issues of diversity. Responsible Office: Division of Development and Alumni Relations Office of Human Resources Representatives.

Search committees will give thoughtful consideration to references’ and candidates’ answers to questions related to diversity and will include feedback to the hiring managers and administrators on whether this is an area of strength or weakness for the candidates. Hiring managers and administrators will determine how this information will affect the outcome of the search. If diversity is identified as an area of weakness for a finalist in a particular search, the Vice President will become involved in the hiring decision and subsequent recommendation for how to address this weakness of an otherwise strong candidate.

### **Challenge 7: Coordinating Organizational Change to Support Diversity Goals**

The Division of Development and Alumni Relations truly believes that diversity is an essential component in contemporary higher education and throughout our global society and that our structure and organization must reflect this value. Further, it believes that efforts to improve the climate for diversity and ensure representation must be undergirded by systematic changes.

Coordinating organizational change to support diversity goals requires leadership. In order to bring about change, leadership in the Division must develop an awareness of inequities, interpret the meaning of these inequities, and move the Division to remedy them.

The first step toward achieving our diversity goals will involve the creation of a standing Diversity Committee for the Division of Development and Alumni Relations. This committee will be tasked with moving the Division forward in myriad ways that enhance our diversity (affirmative action); our celebration of diversity (valuing differences); our management practices (managing diversity); and our numbers—both Alumni Association members attracted and dollars raised (leveraging diversity). Plans for creating this committee and defining their charge are outlined in Challenge 7: Goal 1.

Further, the Division's progress toward achieving diversity initiatives must be made permanent by committing to long-term fiscal investments; meaningful systems of accountability; and an efficient and collaborative infrastructure.

**Challenge 7: Goal 1**

**Structure a Diversity Committee Positioned for Proactive Leadership (by June 2004)**

- A) Define mission and objectives of the Diversity Committee. Responsible Office: Vice President of Development and Alumni Relations in coordination with the Associate Vice President of Development and Alumni Relations, Executive Director of University Development, and Executive Director of the Alumni Association. The committee's responsibilities may include:
  - a. creating a business strategic plan to put these objectives, strategies, and measures in writing;
  - b. communicating measurements to appropriate offices;
  - c. assessing the progress of offices on a regular basis;
  - d. creating an annual report on outcomes; and
  - e. awarding Diversity Incentive Fund monies to appropriate programs.
- B) Appoint staff members to the Division of Development and Alumni Relations Diversity Committee. Responsible Office: Vice President of Development and Alumni Relations in coordination with the Associate Vice President of Development and Alumni Relations, Executive Director of University Development, and Executive Director of the Alumni Association. Members should include:
  - a. Division leader(s);
  - b. Training coordinator(s);
  - c. Communications professional(s);
  - d. Human resources professional(s);
  - e. Alumni Association programmer(s);
  - f. Office of University Development fundraiser(s); and
  - g. Staff assistant(s).
- C) Define special charges for the Diversity Committee. Responsible Office: Vice President of Development and Alumni Relations in coordination with the Associate Vice President of Development and Alumni Relations, Executive Director of University Development, and Executive Director of the Alumni Association. These charges may include:
  - a. Consider whether or not a volunteer chair role should be created within the Executive Committee of the National Council on Penn State Philanthropy to coordinate diversity-related fundraising initiatives.

- b. Consider the possibility of creating a joint task force of volunteers from the Alumni Council's Diversity Committee and the Office of University Development's volunteer leaders.
- c. Consider whether the current mission statements and strategic plans for the Office of University Development and the Penn State Alumni Association appropriately reflect the University's strategic emphasis on diversity. Ensure that goals, strategies, and actionable steps toward achieving diversity are in both plans.
- d. Articulate a business case for diversifying leadership and demonstrate active steps to increase minority representation in leadership positions throughout the Division.
- e. Submit a mid-point progress report for the 2004-2009 Framework describing the impact of the Committee's efforts.
- f. Contact Hershey to determine how their Dean's Diversity Council is structured and the allocation of their budget.
- g. Develop method for Division or University contacts to request funding for diversity-related initiatives.

### **Challenge 7: Goal 2**

#### **Secure the resources necessary to ensure that strategies and actionable steps can be taken to promote diversity**

- A) Allocate resources for model diversity initiatives. The Vice President of Development and Alumni Relations will establish a \$50,000 Diversity Incentive Fund that will be available through 2009. This funding will be used to augment existing initiatives already supported by the Penn State Alumni Association and Office of University Development. The Division's diversity committee will establish guidelines for the use of these funds and make recommendations for the Vice President's approval on the expenditure of these funds. This \$50,000 fund will be allocated over the five-year period of 2004-2009. Responsible Office: Vice President for Development and Alumni Relations.
- B) The Office of University Development will include diversity initiative discussions in each unit's fundraising goal setting meetings to keep diversity on the radar screen for development. Responsible Office: Executive Director of University Development.
- C) Identify underrepresented friends and alumni—by race/ethnicity—in our database wherever possible so that development offices and volunteer coordinators can focus efforts on engaging these alumni and friends. Responsible Office: Information Systems.

### **Challenge 7: Goal 3**

#### **Develop collaborative efforts**

- A) Work collaboratively to achieve these efforts. The Alumni Association and Office of University Development should contribute equally to the implementation of these plans. Responsible Office: Vice President of Development and Alumni Relations in coordination with the Associate Vice President of Development and Alumni Relations,

- Executive Director of University Development, and Executive Director of the Alumni Association.
- B) Look toward other offices throughout the University to develop strategic partnerships to promote diversity. Responsible Office: Vice President of Development and Alumni Relations in coordination with the Associate Vice President of Development and Alumni Relations, Executive Director of University Development, and Executive Director of the Alumni Association.
  - C) Identify and solicit support from underrepresented communities to implement diversity initiatives. Responsible Office: Vice President of Development and Alumni Relations in coordination with the Associate Vice President of Development and Alumni Relations, Executive Director of University Development, and Executive Director of the Alumni Association.

**Challenge 7: Goal 4**

**Enhance the role of the Division of Development and Alumni Relations Office of Human Resources Representatives in driving diversity progress**

- A) Over the next five years, it is critical that the Division of Development and Alumni Relations Office of Human Resources Representatives take on an enhanced leadership role in collecting and disseminating data on the workforce regarding recruitment of diverse employees, retention of diverse employees, and minority applicant data for all positions. Responsible Office: Office of the Vice President of Development and Alumni Relations.
- B) The Division of Development and Alumni Relations Office of Human Resources Representatives is well positioned to enhance diversity-training opportunities for all employees and monitor our progress in attendance. This office is uniquely positioned to contribute in this meaningful way. Responsible Office: Office of the Vice President of Development and Alumni Relations.



# Vice President for Development and Alumni Relations Organizational Structure







