

A Framework to Foster Diversity at Penn State

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Research and the Graduate School

including the Applied Research Laboratory

February 2004

Offices represented by this document:

Research Offices

Vice President's Administrative Office

- Animal Resource Program
- Center for Space Research Program
- Financial and Human Resources Office
- Marine Corps Research University
- Office for Research Protections
- Office of Research Information Systems
- Office of Sponsored Programs
- Penn State University Press
- Research Publications

Research and Technology Transfer Organization

- Ben Franklin Technology Center of
Central and Northern PA, Inc.
- Industrial Research Office
- Innovation Park at Penn State
- Intellectual Property Office
- Pennsylvania Technical Assistance
Program (PENNTAP)
- Research Commercialization Office
- Small Business Development Center

Strategic and Interdisciplinary Initiatives

- Applied Research Laboratory (*refer to appendix*)
- Children, Youth, and Families Consortium
- Huck Institutes of the Life Sciences
- Institute for the Arts and Humanities
- Materials Research Institute
- Penn State Institutes of the Environment
- Social Science Research Institute

The Graduate School

Dean's Administrative Office

- Data Systems and Analysis Office
- Fellowships and Awards Office
- Graduate School Alumni and Public Relations Office
- Office of Graduate Educational Equity
- Office of Graduate Enrollment Services
- Thesis Office

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INTRODUCTION

As the Research and Graduate School administrators, faculty, staff, and students plan for the future, diversity efforts are integral to our strategies.

The Graduate School directors and staff will further develop many of their creative programs and strive to identify new programs that expose students to a variety of cultural and international perspectives. Penn State students must be groomed for effective participation in a global society.

Our service units will provide programs and workshops that will facilitate and support the adaptation of minority faculty, staff, and students to our community, culture, and work environment.

Our interdisciplinary research and technology transfer units will actively promote new areas of research that will consider issues of relevance to underrepresented populations in our society. These initiatives range from diverse research projects on racial disparity to well being, and language development in non-white children, to health care delivery for individuals with disabilities. Technology transfer units will provide strong support to minority- and women-owned business enterprises making them competitive within our community and the Commonwealth.

The Applied Research Laboratory, primarily funded by the U.S. Department of Defense, is Penn State's largest research entity and a major player in Penn State's research program. Diversity is an integral part of the laboratory's mission, as outlined in the appendix.

**🔗 Eva J. Pell, Vice President of Research, Dean of the Graduate School
February 16, 2004**

Campus Climate and Intergroup Relations

Challenge 1. Developing a Shared and Inclusive Understanding of Diversity

Research and Graduate School's definition of Diversity:

Diversity is an open, safe, and welcoming climate at Penn State and in the surrounding community, which encourages the presence of an increased number of faculty, staff, and students from underrepresented groups. The underrepresented groups we recognize include those from various racial/ethnic backgrounds, ages, ancestries, veteran statuses, colors, countries and cultures, genders (including those who describe themselves as trans-gendered), disabilities, religions, and sexual orientations. Diversity also includes interacting with companies, their owners, and clients of various origins, and promoting heterogeneity in research programs.

Our definition of diversity will continue to be integral to all functions within the offices of the Research and the Graduate School administrative units. We will continue to look at diversity from a broad perspective. Our interdisciplinary consortia and institutes are highly diverse environments with representation from a variety of nationalities and religions. Directors will continue to be expected to set the tone for a welcoming climate for all persons, and be urged to invite their employees to participate in diversity education programs. Our institute/consortia leaders will continue to support equity among all groups and be intolerant of discrimination or unfair treatment.

The Graduate School leadership will continue to discuss ways to create a more inclusive environment for all graduate students. Penn State students must be groomed for effective participation in a global society. Our complex populations of international and domestic students require our staff to be sensitive to cultural differences. Our enrollment staff will continue to keep current of international matters as well as domestic educational issues. They will continue to provide a fair and equitable admissions process.

The Office of Graduate Educational Equity (OGEE) will continue to work with students, faculty, and staff to foster an understanding for the need for a diverse community of thought and behaviors. We will provide workshops to help our students integrate themselves into the academic community, and work with faculty and staff to help them understand the needs of underrepresented students.

Our Research Publications staff will continue to seek new ways to promote diversity in print publications, by other media, and in personal communication. The *Research/Penn State* editor and staff will continue to present research by faculty and students of both genders and many ages, races, ethnicities, and backgrounds. Our University Editorial representatives will continue to review all unit publications to ensure that their content and illustrations are inclusive and that they support our diversity goals. Our diversity definition will be referenced in Research and Graduate School communications. We will develop a link on our website to encourage the sharing of diversity issues among our

units. Our Diversity Council will actively seek input for the website from the various research and Graduate School units including the Applied Research Laboratory (ARL).

The Vice President's Office and the Institute for the Arts and Humanities (IAH) will continue to support events sponsored by the National Society of Minorities in Hospitality, such as, the American Indian Powwow. One of our staff serves on the organizing committee with the Powwow Coordinator. She has served as chair of the Commission on Racial/Ethnic Diversity, participated in the Commission for Women's Mentoring Program, served on subcommittees focused on retention issues and faculty diversification, and served on the Equal Opportunity Award Review Committee. She often issues e-mails inviting faculty, staff, and students to diversity events. She will continue to assume this role.

The *Framework to Foster Diversity at Penn State, 2004-2009* was distributed to all office/unit directors for discussion and further dissemination to their staffs. Our Research and Graduate School staff will continue to participate in diversity meetings hosted by the Vice President and Dean. The Diversity Council members will share diversity initiatives within their individual offices plus post information on the website. Announcements for diversity workshops will be distributed to directors at monthly staff meetings so that they can share these materials with their staff and encourage them to enroll in these programs. The units' various staff meetings will include an ongoing diversity agenda item and at least once a year will review the University's Diversity Plan in one of their staff meetings. Follow-up on results or progress will be the responsibility of the staff committee chairs. Our research areas will promote awareness of diversity issues by showcasing faculty research on underrepresented minority populations in monthly staff meetings. They will continue to demonstrate our shared and inclusive understanding of diversity by supporting and encouraging research focusing on these issues.

Our Human Resources Manager will continue to convey to new employees the importance of respect for all faculty, staff, and students, and offer an open door for confidential discussions about diversity, harassment, and other issues of concern. All new employees will be required to attend the expanded New Employee Orientation Program, which exposes new employees to the University's customer service, diversity, and continuous improvement values, in addition to the traditional benefits/retirement information.

The Vice President and Dean along with our Human Resources Manager will ask all supervisors to discuss the topic of diversity in evaluations, and remind their staff during their annual performance evaluations to respect differences, understand attitudes, and promote acceptance of individuals from diverse backgrounds. Employees will be encouraged to visit the University's website on fostering diversity. A religious holiday list will continue to be circulated regularly, and these dates will continue to be taken into consideration when scheduling meetings. Diversity related information will be regularly circulated unit-wide by our Human Resources Manager to employees via e-mail and posted on our website.

The newly formed Research and Graduate School Diversity Council will represent the entire administrative unit including ARL. The Diversity Council, comprised of faculty, staff, and students from various ethnic backgrounds, cultures, genders, and employment classifications (including leadership positions) has been charged with:

- reviewing planning documents that represent the diversity initiatives of our units
- developing approaches to diversify leadership and management within our units
- identifying long-term planning strategies to support the University's diversity goals
- examining climate issues within our units
- addressing recruitment and retention issues of faculty, staff, and students within our units
- providing advice on the design of a diversity link on our website
- developing an action plan to respond to issues of hate occurring in our units
- initiating meetings with other college/unit diversity councils to discuss progress, roadblocks, advice, and encouragement

The Vice President and Dean will continue to offer the Staff Diversity Award during her Annual Research and Graduate School Staff Appreciation Program. The process includes a nomination and then a selection by a committee appointed by the Vice President and Dean. The selection committee membership is drawn from directors, administrative and staff assistants, receptionists, and technical service employees in an effort to keep the committee diversified.

Challenge 2. Creating a Welcoming Campus Climate

All Research and Graduate School staff will be strongly urged to complete the University-wide *2004 Faculty/Staff Survey* currently being conducted by the Office of Human Resources. The Vice President and Dean will assure that the results are communicated to all faculty and staff within our units. If required, our Diversity Council will develop action committees to investigate and respond to the feedback.

To provide a feeling of inclusiveness for employees, during search processes, all units will include multiple levels of personnel in the selection process. Input will be sought from administrative and staff assistants as well as peers. Progress will be monitored at monthly staff meetings.

The Graduate School

The Graduate School leaders will encourage the staff to attend diversity meetings, seminars, celebrations, and other functions that help create a welcoming campus climate. The Graduate Enrollment Services Director will continue to sponsor and support in-service training programs to keep the staff sensitive to diversity issues. In addition, directors will continue to purchase research literature that educates our staff on international education, underrepresented student issues, and the needs of diverse populations.

The OGEE is one of the key players in helping to create a welcoming environment for students. The OGEE will continue to provide a place for students to come and discuss their experiences at Penn State. The Director will continue to meet with students who are having problems in their academic units and try to help the students find good solutions to challenging issues. The OGEE will continue to sponsor professional and social events to give underrepresented students opportunities to talk to each other about their graduate experiences. The Director of Alumni and Public Relations will continue to ensure that students, faculty, and staff, and the community are aware of the events. The positive publicity has increased interest in our programs as well as made the University community more aware of what we do.

Research Offices

Our units have a large community of scholars from all over the world, and since many of our sponsors, faculty, and graduate students are non-native speakers, it is especially important that we develop welcoming strategies for overcoming the language divide. As examples, the Materials Research Institute (MRI) plans to offer English as a Second Language class information (free sessions and one-on-one tutoring) to those who have a limited speaking ability and who express a desire for assistance.

The Office of Sponsored Programs (OSP) staff plans to discuss appropriate and inappropriate ways of presenting themselves on the telephone to non-native speakers. The OSP understands that new faculty from underrepresented groups may feel socially isolated from their peers, and may have difficulty accessing traditional networking opportunities. The OSP has previously offered proposal preparation workshops targeted to new faculty from underrepresented groups and welcomes the opportunity to revive and expand such programs in the future

Effective July 1, 2004, the Children, Youth, and Families Consortium (CYFC) will move under the administrative umbrella of the Social Science Research Institute (SSRI). In bringing the CYFC into partnership with the SSRI, the University hopes to further foster and sustain the research across the social sciences. With this merger, the SSRI will be able to capitalize on the individual diversity commitments each unit has made in the past.

A program under consideration at CYFC is the creation of an interest/working group around issues of diversity. Such a group would facilitate the development of new collaborative connections, create a campus atmosphere of support and encouragement for diversity, and stimulate cutting-edge research ideas. Further, this group would undoubtedly lead to important “outside of work” social connections, which are especially important for underrepresented groups who often feel isolated in this community. Additionally, this unit plans to spend time collaborating with the Africana Research Center to encourage and support Afro-centric scholarship. The SSRI will also partner with the Africana Research Center and the Gerontology Center, to co-sponsor colloquia and research initiatives focusing on racial/ethnic groups, immigrant populations, and both genders. SSRI will continue financial and logistical support of an annual conference at Penn State, the National Family Symposium, which typically addresses social problems confronting minority families and women living in poverty. SSRI will continue to

develop website resources that address health disparities across racial/ethnic groups and gender.

Our research units have been encouraged to add diversity themes to their websites. SSRI/CYFC plans to include a listing of faculty members from underrepresented groups, including their areas of scholarly expertise and contact information. This listing could further be used as a clearinghouse of information relevant to researchers interested in diversity issues (e.g., web links to funding agencies, important websites focused on diversity research, etc.). Other units will add diversity links to their home websites.

The Penn State Institutes of the Environment (PSIE) will work with the Office of Physical Plant to install appropriate handicap signs in their building, and to install a power-assisted door to the building. PSIE, along with several of our other research units, intends to create a unit diversity committee consisting of faculty, staff, and students.

The Office for Research Protections (ORP) will design educational publications and presentations to reach all areas of the Penn State and local communities. Some of the action items the Office will undertake over the next five years include:

- preparing an intra-office annual report with goals and an action plan
- organizing a minimum of three diversity group activities per year
- keeping staff informed of upcoming events and activities by placing a news bulletin board in a centralized location
- having all staff subscribe to a diversity newsletter
- adding quarterly agenda items on fostering diversity during office staff meetings
- creating a competition for office staff to accumulate points for participation in diversity programs
- utilizing programs and offices within the University when recruiting new staff

The *Research/Penn State* editor and staff will continue to seek to reflect and enhance the research environment of the University. In choosing subjects for the magazine, the editor is always sensitive to the need to foster diversity. The mission, as expressed in the masthead of the magazine, is to “sample the diversity and drama of Penn State’s \$545-million-a-year research program.”

In Fall 2003, a successful new conversation series called “Research Unplugged” was initiated. This series, hosted at the Penn State Downtown Theater, seeks to bring the community together to discuss and explore research-related issues that affect society. Diversity has been a common theme. The student steering committee for Research Unplugged includes students of both genders and various ages, races, ethnicities, and backgrounds. This program has proven to be successful, and it will be continued.

Representation [Access and Success]

Challenge 3. Recruiting and Retaining a Diverse Student Body

The Graduate School

The entire Graduate School staff will continue to assist in the recruitment efforts of the OGEE. Computer staff will collect and sort recruitment data so that the recruiter is aware of any changes in demographics. The enrollment services team will work with international students to ensure that they understand the application process. Fairness and equity will continue to be high priorities for applicants and the staff.

The top two responsibilities of the OGEE Director are to recruit underrepresented students and design programs to help retain these students through graduation. The Director will continue to attend major recruiting events, visit schools that serve minority students, and bring students to campus to visit our academic units. We have had increases in the numbers of African-American, Hispanic, and Native-American students over the past five years. The goal will be to continue the positive trajectory but to increase the slope of the curve.

Conferences, workshops, and small group meetings all contribute to retention. The Graduate School will continue to sponsor or co-sponsor two major conferences each year that are specifically designed to provide students with necessary support to insure success. These events receive excellent publicity as a result of the press releases that the Director of Alumni and Public Relations sends out to all media sources in the area. On a smaller scale, but just as critical to our students' success, are our All-But-Dissertation group meetings that help students with thesis preparation. The Graduate School will continue to sponsor students presenting their research/scholarship at national conferences

The Graduate School has three major goals for 2004-2009:

Continue to increase the number of underrepresented students entering Penn State's graduate programs:

- Continue to target institutions and events that will provide access to Native-Americans, Hispanic, and African-Americans interested in graduate education. More clearly define which institutions or events provide the greatest yield of applicants to Penn State.
- Refine student campus visitation programs. The Visitation Day program is being extended from a one-day program to a three-day program and will attract highly qualified students who are already familiar with specific academic colleges. The program will be assessed to see if the new format yields more applications from the participants.
- Continue to work closely with the Multicultural Directors in the academic colleges, through recruiting and programming. In addition, we will continue to reach out to community groups that focus on improving community climate for diverse populations. Our OGEE Director is presently serving on the Board of

Directors for the Centre County Volunteers in Medicine. This organization is working closely with the community and the University to ensure that medical needs are met for all populations, paying special attention to the needs of underrepresented groups.

Enhance the Summer Research Opportunities Program (SROP)

The SROP is one of our top recruiting and best public relations programs. Each year we bring to campus 20-40 students from around the country to do research with faculty members and work with Graduate School staff to learn more about the application process. In addition, we help the students get a realistic expectation of graduate study. SROP is hosted at all of the CIC schools. Over 70 percent of SROP students go on to attend graduate school. We will continue to strengthen all of the components of this program with the desire to increase the yield of SROP students who attend graduate school at Penn State. To do so, we will take the following steps:

- Work closely with the faculty mentors to help them understand the need to build closer ties with the students during their residency. A positive faculty-student interaction is essential for a meaningful SROP experience and increases the chances that the students will apply to Penn State.
- Continue to refine the professional development component of the program. We have excellent speakers and topics each year. We will concentrate more on writing skills including providing preparation for the essay portion of the GRE.
- For students coming from predominantly minority serving institutions, help them prepare for the transition to predominantly white institutions.
- Provide opportunities for the SROP students to meet and work with other scholars during their stay. The McNair, MARC, BRIE, and other programs are on campus during the summer. Students from these programs are attending our professional development programs. It would, however, be beneficial to all groups if the students had the opportunity to spend more social time together just talking about their experiences. Collaboration among summer programs would likely strengthen all of them.

Work with our Alumni Board to bring more recognition to the successes and needs of the Graduate School

The Graduate School Alumni and Public Relations Office has created an alumni board that is committed to assisting the Graduate School in increasing diversity. The Board itself includes three African-American alumni and three former international students. The Graduate School Alumni Director has been working with the Board on many issues, one of which is our need for diversity in graduate education. Visits by prominent professionals, such as, Drs. Mirian Graddick-Weir, the Executive Vice President of Human Resources at AT&T, and Shirley Mahaley Malcom, who received the University's Distinguished Alumni Award in 2001, have brought attention to the success of Penn State graduates of our academic graduate programs. More important for our diversity efforts, they have brought attention to the successes of our minority graduates.

Such publicity is extremely helpful in recruiting future graduate students of color. We plan to host more of these accomplished alumni who can contribute to our efforts:

- Invite representatives of the Black Graduate Students Association to serve on the Graduate School Alumni Board of Directors.
- Form a diversity committee on the Graduate School Alumni Society Board to develop programs that would involve graduate alumni of underrepresented groups in diversity-related initiatives such as mentoring programs for graduate students, student recruitment, etc.
- Invite graduate alumni who have completed their terms on the Graduate School Alumni Society Board of Directors to serve in a capacity that would support our diversity efforts.

Research Offices

The MRI plans to establish a formal program with a Historically Black Colleges and Universities, such as, Lincoln University, to recruit undergraduates for advanced degrees. This may include funding support from MRI. They will again submit a proposal for a NSF Research Experience for Undergraduates program geared toward minority candidates, and if awarded, will co-fund this endeavor. They will continue their successful student and research collaboration exchange programs with other international universities.

The SSRI/CYFC will continue to support graduate assistantships for minority students whose research interests include projects related to well being in ethnic minority populations. They intend to further the recruitment of undergraduate and graduate students from underrepresented groups by meeting with these candidates to discuss the SSRI/CYFC as an additional supportive Penn State resource for them. They will conduct symposia for students interested in diversity issues relevant to children, youth, and families. The SSRI will foster the recruitment and retention of minority students in their Demography dual-title program and its National Institutes of Health (NIH) pre- and post-doctoral training programs by meeting annually with the training directors to review strategies for recruiting outstanding minority candidates, and providing additional financial support to supplement NIH postdoctoral stipends to aid in the recruitment of minority fellows.

The Institute for Arts and Humanities (IAH) will encourage grant applications from minority students for Institute funding programs, and will, in turn, provide assistance to minority graduate students in writing grants, and in searching for and obtaining outside funding, etc.

The graduate recruiter in the Huck Institutes of the Life Sciences (Huck) will continue to add minority colleges and graduate fairs to her travels that explicitly target underrepresented populations. In particular, Huck will target minority undergraduate schools for a “free” two-week summer hands-on Molecular Biotechnology Workshop, in which eight spaces will be held for the 2004 Workshop for minority students as a pilot program. If this is successful, a separate summer workshop will be created devoted

entirely to minority undergraduates. The workshop will address Huck programs, the M.S. Biotechnology Graduate Program, and Penn State. The graduate recruiter has been added as a member of the Council of Coordinators and Directors of Multicultural Programs. Huck will also continue its summer undergraduate program targeting minority schools with advertising. Huck was one of three organizers of a Spring 2004 workshop of all Penn State summer undergraduate programs, where participants will share ideas and coordinate resources, and some of the participating programs will target underrepresented groups.

The Research Publications staff will continue to regularly sponsor a science-writing internship program open to undergraduate and graduate students in all majors. Students from all races, ethnicities, and backgrounds are encouraged to apply for these internships.

The University Press will continue to offer opportunities for students of diverse backgrounds to gain first-hand experience working at a publishing company through internships and the University's work-study program. The main focus of these efforts to attract students from underrepresented groups has been the Undergraduate Internship in Book Publishing, which has proven to be a successful program for giving students the experience they need to move on to positions in the publishing industry. Until now, the Press has relied on funding from the Equity Opportunity Planning Committee (EOPC) to maintain the internship, but this support will no longer be available beyond the current academic year. Thus, the challenge for the coming year will be to find a way to maintain the cost of this valuable internship without EOPC funding. The Press hopes to continue these internships by taking advantage of resources from two publishing organizations of which the Press is a member: the Association of American University Presses (AAUP) and the Association of American Publishers (AAP).

As a member of the AAUP, the Press will pursue any opportunity to take advantage of "Diversity Scholarships," which are aimed at junior staff from minority groups working at presses to help cover their costs of attending the AAUP annual meeting. For its part, the AAP has a Diversity/Recruit and Retain Committee, which has just launched a campaign on college campuses "with an emphasis on schools with diverse populations," to help educate students about book publishing as a career choice and attract more of the best and brightest of them, especially those from underrepresented racial/ethnic groups, into applying for jobs in the industry. A key element in the campaign is a website where entry-level jobs (and internships) are posted. This site, together with the site the AAUP maintains, is an excellent resource for any of interns and work-study students who want to find entry-level jobs in the industry. The Press can also use this site to post openings at the Penn State Press. The AAP site will be helpful in advertising more senior-level jobs through venues that reach out to minority groups, thus supplementing the resources from recruiting from underrepresented groups that Penn State itself provides through its Diversity Talent Bank and ONE programs.

The Research and Technology Transfer Organization (RTTO) will continue to work with and identify graduate students, part-time students, and interns from underrepresented groups from the Smeal College of Business Administration, English department,

environmental units, and other academic entities. The Directors will continue to target women and minority candidates as well as international students.

The Small Business Development Center's (SBDC) student handbook will be updated to include information about diversity at Penn State.

Challenge 4. Recruiting and Retaining a Diverse Workforce

The University's rural Pennsylvania location poses a challenge to create a diverse workplace in a rather homogeneous community. Our staff have been encouraged to consider using the following programs:

- Opportunity Network for Employment Program
- Dual Career Assistance Program
- Diversity Talent Bank
- Outreach Program
- Various Internship and Traineeship Programs

Search committees are perfect opportunities to promote diversity. Membership of minority and underrepresented groups on search committees will continue to be encouraged. Staff vacancies will be advertised with newspapers and employment assistance programs in locales, such as, Harrisburg, Williamsport, Philadelphia, and Pittsburgh.

In the Research and Graduate School units, we emphasize flexibility and a family-friendly work environment and will continue to do so. We have had much success with flexible scheduling of employees' workweeks, telecommuting arrangements (both temporary and permanent), and our pilot job share arrangements. We will establish telecommuting arrangements and flexible scheduling for employees when it is demonstrated to be beneficial for both the employee and the employer. We know that these opportunities advantage our female employees, who are able to continue their professional careers and remain in the work force, without losing the ability to spend valuable time with their families.

We will continue to implement the Vacation Donation Program for staff employees. This Program has been very well received by our employees, as demonstrated by their generous contributions to their co-workers. We will provide employees temporary exceptions to the maximum vacation accumulation limit, whereby they may accumulate vacation time in excess of the maximum guidelines, which will allow them to prepare for specific life events, such as, births, adoptions, surgeries, etc.

We will make it a priority to retain employees with disabilities. Some examples of accommodations we will continue to provide are specially designed chairs and desks, amplifiers for telephones, vision impairment equipment adjustments, and parking changes. We will continue to invite Environmental Safety Office representatives to

assess our offices on safety standards including the positioning of keyboards, computer screen levels, and furniture/equipment layout.

The Graduate School

The Graduate School is comprised of approximately 30 staff and two administrators. Presently, the majority of our management staff is female with one being African-American (three of the five positions are held by women, with one position vacant). The Dean, Senior Associate Dean, and Assistant Dean are women. All of the staff assistants are female. There are limited opportunities to increase the staff diversity as many of the staff assistants and directors are long-time employees. As these positions become vacant, search committee members will be encouraged to attract minority applicants.

The OGEE consists of two staff assistants, two graduate students, and a work-study student. In the summer, three to four other graduate students join them. The staff is diverse, comprised of Native-Americans, Hispanics, African-Americans, and white persons.

Research Offices

The research units are committed to hiring and retaining diverse faculty and staff. Many units seek qualified work-study students from underrepresented groups; special attention will be made to match students with their areas of interest. The units are similarly committed to promoting collaborative and multidisciplinary research addressing issues of concern to underserved and underrepresented populations.

The CYFC supports and encourages departments using co-funding for faculty hires to aggressively recruit qualified candidates from diverse backgrounds. Some options that CYFC will be exploring will be to require a diversity recruitment plan for co-funded positions, require an ethnically diverse search committee for co-funded positions, and encourage departments to interview qualified graduate students from underrepresented groups who are completing doctoral work at Penn State. In addition, they will aggressively pursue co-funding faculty positions targeted toward individuals from underrepresented groups who can help move Penn State to the forefront in research. The SSRI/CYFC director will meet with faculty candidates to discuss how the institute can support the candidates' research programs and to showcase the range of research activities focused on underrepresented groups.

The SSRI has had significant success in attracting and retaining women in its technical positions within the computing, Geospatial Information Systems, and survey cores. Fifty percent of these positions are held by women; these are positions that women are traditionally underrepresented in the work force. The unit will work diligently to retain their current work force, and to continue in the recruitment of employees from underrepresented groups for future positions.

Our units offer in-house diversity awareness programs for their employees, a number that have been tailored to the units' specific concerns and needs, and which promote personal acceptance and understanding of diverse cultures and lifestyles. Some examples of

speakers and activities that are planned by the Office for Research Protections for their employees are:

- Allison Subasic, Associate Director, Student Development, Department of LGBT
- Yuriy and Svetlana Knabilin, with son Mishka from Kazakstan, to speak of their culture and country
- Marianne Karwacki, Coordinator, ONE Program, to speak about disability issues
- Ronald Jackson II, Associate Professor of Intercultural Communication

The MRI will plan monthly coffee and breakfast foods breaks that alternate between its buildings in an effort to foster a better community environment among its employees. These breaks incorporate ethnic foods and informal, quick presentations. They are seeking permission from a publisher to post a cultural clarification page on their website that explains cultural differences, and they will share data describing the number of international employees at the Institute, to create an awareness of all the diversity at the Institute.

Discussions are underway in the PSIE with the Africana Research Center to cooperate in the hiring of a faculty member of color, focusing on environmental justice as it pertains to the status of African-American health or environmental health-related issues in Africa. On all remaining PSIE co-funded faculty hires, the PSIE will promote the consideration of individuals from underrepresented groups by departmental search committees.

OSP currently has twelve professional proposal and contract negotiators, of which eight are female and two are minorities. Their staff assistants are all female. OSP remains committed to seeking out opportunities to hire and promote individuals from underrepresented groups to diversify their workforce whenever possible.

The Marine Corps Research University (MCRU) currently has research programs being conducted by two female faculty members who are working on family advocacy and recruiting issues with research totaling more than \$700,000. A goal of MCRU is to continue to strive to include underrepresented faculty in Marine Corps research programs.

The University Press plays an important role in helping students and faculty gain a better appreciation for issues of diversity, domestically and internationally, through its publications in such fields as African-American studies, Latin American studies, religious studies, and women's studies. Some examples of titles already under contract that will appear in 2004-2006 are:

- *Bound: Black Men as Book Men or Studies in Booker T. Washington*
- *Activist Faith: Popular Women Activists and Their Movements in Democratic Brazil and Chile*
- *Transforming Images: Locating New Mexican Santos in Between Worlds*
- *Friends and Enemies in Penn's Woods: Colonists, Indians, and the Racial Construction of Pennsylvania*

Besides these forthcoming books on their regular list, there is one diversity-related project underway that is of special significance for Penn State. Late in 2001, the Outreach Committee of the Penn State Commission for Women approached the Press about their idea to publish a book in time for the Commission's 25th anniversary in 2006. As described in a pamphlet the Commission has distributed, "the book will share, in words and pictures, the experiences of female students, faculty, and staff members. Stories and images from the University archives, as well as conversations with those currently carrying on the tradition of strong Penn State women, will allow readers to mark the road that women have traveled at the University—and see where we are headed next."

The RTTO directors will continue to advertise vacant, often technical, positions on national technology transfer websites, and in Philadelphia, Pittsburgh, Harrisburg, and Erie newspapers. The units will work with the Human Resources Manager to obtain and review the pool of potential applicants in the automated tracking system affiliated with the Diversity Talent Bank and Outreach Program maintained by Central Human Resources.

When considering how to recruit and retain a diverse workforce, our unit must also consider our outreach mission related to how we assist the Commonwealth in preparing a diverse workforce. The RTTO addresses that mission in a variety of ways:

- RTTO units are funded by federal and state tax dollars, which ensures that these programs are open to all business owners, prospective business owners, and entrepreneurs in the regions served by these programs
- Staff will continue to strive to help their funding partners meet their goals for assisting minority- and women-owned businesses and are constantly looking for ways to draw in some of these businesses
- SBDC staff will:
 - continue to work with SEDA-COG and the Department of General Services to promote and sponsor the Minority Business Enterprises (WBE)/Women Business Enterprises (WBE) Small Business Contracting Opportunities seminar
 - review opportunities to offer other seminars that may be of interest to women- or minority-owned businesses
 - contact the WBN (Women's Business Network) to determine if there are any programs that it can offer in this market
 - make contacts with the local Business and Professional Women's associations, religious organizations, and other minority or business groups on campus to determine what seminars could be offered to these members/groups
 - identify internships for international relationships, such as, the USAID program

- Innovation Park at Penn State staff will:
 - continue to develop a diverse community of companies that will work closely with University faculty and students
 - provide assistance to companies owned and operated by underrepresented groups to access tools they may use for business development
 - share diversity information with Park tenants
 - post diversity information on the Park website to create awareness of University programs that foster development and opportunities for underrepresented groups, such as, the Minority Intern Program

- The Industrial Research Office (IRO) will refer industrial contacts who request to work with underrepresented groups on campus to:
 - Women in Engineering Program
 - Minority Engineering Program
 - Women in Science and Engineering Program
 IRO will begin to track the number of companies taking advantage of these Penn State programs

- PENNTAP staff will continue to:
 - identify programs, such as, the National Technology Transfer Center's Entrepreneurial Technology Apprenticeship Program, which provides quality training and career opportunities in Technology Management for Talented Minority College students
 - respond to requests from other countries to emulate one or more of Penn State's technology transfer programs

- The Ben Franklin Technology Center (BFTC) will continue to support:
 - Pennsylvania Latino Chamber of Commerce in Harrisburg to increase outreach to entrepreneurs and businesses in the Latino community
 - Building and Supporting Entrepreneurship, a community action group focused on increasing the training and economic opportunities available to the African-American and Latino communities in Lancaster; an analysis of how these partnerships increase the Center's minority clients will be conducted
 - business owners; a tracking system to determine how much funding is awarded to women and minority business owners will be developed

- The BFTC and SBDC will continue to sponsor at least three seminars per year targeted at women and minority business owners; they will continue to track attendance to determine their success at attracting the appropriate audiences to these events

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

There are limited direct opportunities for curricular development in this unit, as curriculum is a college-centric activity. Below are a few examples of the value added approaches we will continue to provide to curriculum.

The IAH will expand and strengthen its curricular integration of diversity issues, topics, and perspectives through the implementation of the Institute's team teaching program. The team teaching funding program provides opportunities to bring interdisciplinarity into upper-level undergraduate and graduate classrooms through collaborative teaching. Funding covers expenses directly related to faculty team-teaching, including use of multi-media resources; guest speakers; faculty/student travel to museums, to performances, or for learning-related projects in other locations; and course buy-out for one faculty member to facilitate team-teaching. A course scheduled for 2004/05 is titled "Traditional African Roots of Modern African and Diasporic Theatre." It will be taught by Pius Adesanmi, Assistant Professor of Comparative Literature, and Charles Dumas, Associate Professor of Theatre Arts.

The Worldwide University Network (WUN) is a consortium of universities including six in Great Britain, five in the U.S., and several other partners worldwide:

United States:	Pennsylvania State University University of California, San Deigo University of Illinois University of Washington, Seattle University of Wisconsin, Madison
United Kingdom:	University of Bristol University of Leeds University of Manchester University of Sheffield University of Southampton University of York
China:	University of Nanjing University of Zhejiang
Norway:	University of Bergen University of Oslo
The Netherlands:	University of Utrecht

One of the activities of WUN is to support studentships that permit students from Penn State to conduct graduate education with partner institutions abroad. Similarly, our international partners send graduate students to Penn State for collaborative research and education. We will continue to encourage participation by our graduate students and commensurate support from faculty.

Challenge 6. Diversifying University Leadership and Management

Although the Research and Graduate School excluding ARL do not house faculty lines, our administrators will continue to collaborate with the colleges to:

- hire qualified faculty from underrepresented groups
- be sensitive to improving the success of search processes to identify and assess the credentials of women and minority candidates for both faculty and staff positions
- ensure that underrepresented groups are included as members of search committees, task forces, and advisory boards
- advertise vacant leadership positions in the *Affirmative Action Register* and relevant publications
- seek and review applications from the Affirmative Action database
- invite a representative from the Affirmative Action Office to the initial meeting of each national search committee to present an overview on diversity recruiting

Women account for three of the eight leadership positions in our major interdisciplinary research consortia and institutes. We also have many women who serve key roles as directors and provide strong leadership to various technical laboratories within our research institutes and consortia. Although our units have been successful in identifying female leaders, we will strive to identify minority candidates for vacant leadership positions.

The Vice President and Dean supports and will continue to support the Penn State Commission for Women (CFW). One of the Commission's most successful initiatives is the Administrative Fellows Program, which provides an opportunity for minorities and women to participate in mentorship experiences with top-level administrators. The Vice President and Dean has mentored two women, one each from the Eberly College of Science and the College of Medicine, and is currently a mentor to Dr. Edgar Farmer, Professor of Education, who is an African-American. At least one female faculty, staff, and/or student will be nominated for the CFW Achieving Woman Award each year.

The Vice President and Dean will continue to support the annual Excellence in Leadership and Management programs supported by the Provost's Office and facilitated by the Office of Human Resources. These programs have been attended by many of the Research and Graduate School senior level leaders and management staff. At least 25 female and minority employees in our units have attended the Women's Leadership Conference during the past year, and we have had a number of employees attend the Mastering SuperVision, Penn State Leader, Penn State Management, and Demonstrating Leadership courses. In order to reach across the organization and involve more employees, candidates are and will continue to be drawn from middle management and senior administrative support staff.

The Vice President and Dean supports and will continue to support the leadership role that women, including Senior Associate Dean Dr. Regina Vasilatos-Younken and

Assistant Dean Barbara Pennypacker, provide in The Graduate School. Three of the five Graduate School directors are women, one of whom is African-American, Dr. Evelyn Ellis, Director, OGEE. Dr. Ellis is a member of the Council of Multicultural Directors, a group that constantly participates in searches for administrative positions, and of the Vice Provost's Advisory Board, a University diversity committee, which enables her to bring University perspectives and vision to The Graduate School. Dr. Ellis not only serves as the unit's key recruiter for students of color, but also serves in many capacities on University-wide committees and task forces to study and help resolve issues or concerns for students of color. She provides visibility for The Graduate School, leading discussions, workshops, etc. One of the positions, Director of the Office of Fellowships and Awards, recently became vacant due to the death of the director, Jeannie McKenzie-Pedlow. Her responsibilities are temporarily being handled by Assistant Dean, Barbara Pennypacker. When filling this position, we will take this opportunity to search for candidates from an underrepresented group.

Challenge 7. Coordinating Organizational Change to Support Our Diversity Goals

Within the Research and Graduate School units, we will continue to ensure that our leadership supports the diversity goals of the University. Our challenge is to bring in more minority students, staff, and faculty members who can take advantage of the welcoming environment we have tried to foster within our units. While the Graduate School, as an organization, is not specifically in need of organizational change to support our diversity goals, we need to continue to strive for greater success in recruitment and retention of individuals who are currently underrepresented in our unit.

Units within the Research Office are disparate. Coordination is best accomplished in a variety of ways:

- All units should embrace our philosophy regarding diversity. Through continued communication with respective leaders, the importance of diversity will be emphasized.
- The Diversity Council will meet to discuss successful strategies in individual units, and explore solutions to problems within the unit.
- Directors of consortia and institutes will discuss their approaches and consider collaborations where useful.
- Units responsible for publications and publicity will continue to familiarize themselves with diversity activities and make an extra effort to feature them on the web, and in print.
- Those units concerned with addressing the needs of the public, including all the RTTO units, will coordinate strategies. As this group meets regularly and are co-located, we believe the natural synergy amongst offices will continue.

Appendix 1



Applied Research Laboratory
The Pennsylvania State University

Strategic Plan for Diversity 2004-2009

Submitted To:
Eva J. Pell, Ph.D.
Vice President for Research
Dean of The Graduate School

Submitted by:
Edward G. Liszka, Ph.D.
Director



Applied Research Laboratory
The Pennsylvania State University

Applied Research Laboratory/Penn State
Strategic Plan for Diversity
2004-2009

EXECUTIVE SUMMARY

As a leading research organization for defense applications, the Applied Research Laboratory needs to tap the creativity and perspective of a diverse workforce in order to continue our success. The science and technology community does not reflect, in general, the demographics of our society. In addition, the numbers and availability of qualified U.S. students that are entering the science and technology workforce is in decline.

The segment of our population represented by women and underrepresented groups must be encouraged to enter the science and technology fields if the U.S. is to maintain its technological preeminence in the future. We at ARL are striving to do our part to help interested members of that diversity workforce make the transition from undergraduate studies in science and engineering fields to graduate level programs and subsequent employment in the technology programs critical to our nation's defense.

EDWARD G. LISZKA
DIRECTOR, APPLIED RESEARCH LABORATORY

**Applied Research Laboratory/Penn State
Strategic Plan for Diversity
2004-2009**

OUR MISSION

As a university center of research and development excellence in naval science and technology, with preeminence in undersea systems, the Applied Research Laboratory provides technical innovations and solutions to real-world problems in national security, economic competitiveness and quality of life.

OUR VISION

To be the preeminent laboratory in the discovery, development, and deployment of innovative technologies for the mutual benefit of its stakeholders – the Navy, the University, and the public-at-large.

DIVERSITY DEFINITION

ARL is committed to creating an inclusive work environment which values and strengthens the individual contributions of its faculty, staff, and students of different races, ethnicity, culture, sex, gender, ability, religion, sexual orientation, citizenship, and veteran status.

MAIN GOALS

- Broaden the diversity of the workforce in faculty, staff, and student ranks
- Enhance partnership relationships with Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MSIs)
- Promote sensitivity towards cultural, professional, and personal diversity
- Maintain an inclusive work environment which challenges every member of the workforce
- Strengthen the talents and capabilities of all employees

CAMPUS CLIMATE AND INTERGROUP RELATIONS

1. Developing a Shared and Inclusive Understanding of Diversity

Goal: Improve the effectiveness of communicating the Laboratory's commitment to diversity

Strategies:

- Enhance the diversity web site for use as a lab-wide communication tool
- Feature pertinent diversity news of interest in the ARL Newsletter
- Provide diversity reports at each management and staff meeting
- Conduct a yearly questionnaire to assess the effectiveness of diversity communication within the Laboratory
- Utilize the Diversity Committee to develop and implement diversity programming to educate the Laboratory community on diversity issues and objectives
- Enhance and promote the use of library materials on diversity
- Promote multi-cultural understanding through special programs and events

Measures:

- Analyze data and reports provided by the web site coordinator, Office heads, Office of Human Resources, Office for Diversity, Business Office, and the Diversity Committee
- Analyze employee comments gathered in questionnaires, surveys, and comment box
- Analyze employee participation and volunteerism to support programming efforts

Indicators:

- Satisfactory approval ratings on evaluation instruments and climate surveys from 70% of respondents
- Quarterly cultural events, activities, and diversity programs
- Revisions/additions to website; number of hits on web page
- New purchases for library; circulation of materials
- Diversity column in monthly newsletters
- Minimum of ten presentations at managers meetings

2. Creating a Welcoming Campus Climate

Goal: Build a work and learning environment that is inclusive, respectful of differences and welcoming to all

Strategies:

- Re-establish the in-house orientation program for new employees; augment with PSU's orientation program
- Strengthen the orientation program for visiting professors and student interns
- Improve mentoring opportunities for women and underrepresented populations
- Provide awareness training for faculty, staff, and students as deemed appropriate by the diversity committee
- Provide "family friendly" work schedules and alternative work arrangements for women
- Strengthen collaborative ties with university units; co-sponsor events
- Foster an environment that supports collaborative and interdisciplinary research both physically and intellectually
- Expand activities which promote employee interaction and understanding of cultural differences
- Continue to offer diversity fellowships and assistantships to persons who pursue higher education degrees
- Conduct a climate assessment every five years

Measures:

- Analyze data and reports provided by the Training Coordinator, Office heads, Office of Human Resources, Office for Diversity, and the Diversity Committee
- Analyze program evaluation forms
- Analyze discussions held with staff and program coordinators at brown bag luncheons or in similar settings

Indicators:

- Quarterly orientation sessions, published materials, partnership agreements, cultural activities and programs, collaborative research projects, established mentors, flexible work arrangements
- Satisfaction rating in the good to excellent range on evaluation instruments for 70% of participants
- Number of requests for repeat programs and events

ACCESS AND SUCCESS

3. Recruiting and Retaining a Diverse Student Body

Goal: Enhance recruiting and retention of a diverse student body

Strategies:

- Utilize multicultural career fairs, trade fairs, conference events, web site tools, recruitment visits, and personal contacts to locate potential graduate students
- Increase the number of recruitment presentations to underrepresented student organizations at Penn State and at other college campuses
- Continue research partnerships with Historically Black Colleges and Universities (HBCUs), and Minority Serving Institutions (MSIs) which provides candidates for internship and full time employment opportunities
- Continue the Summer Faculty Research Program; secure collaborative research funds
- Continue to offer co-ops, honors, and graduate programs which attract students from underrepresented groups
- Increase the number of lab tours/programs for junior high and high school students
- Establish annual programs in area junior and senior high schools to promote science and engineering
- Host open house events and seminars for Penn State students in engineering and science disciplines
- Strengthen campus-community partnerships
- Team with professional societies to provide K-12 education in science and engineering

Measures:

- Analyze data and reports from the Office of Human Resources, Diversity Committee, Diversity Office, Business Office, Contracts and Proposals, and diversity program managers
- Analyze exit interviews held with students and mentors
- Benchmark underrepresented groups attainment of graduate degrees in fields of interest to ARL

Indicators:

- Increases in partnership opportunities, research grants/funding, K-12 student programs, outreach/recruitment activities, job offerings, and student attendance at presentations
- Fill 90% vacancies for internships, coops and wage positions

4. Recruiting and Retaining a Diverse Workforce

Goal: Enhance recruiting and retention of underrepresented faculty, staff, and administrators

Strategies:

- Restructure the recruiting and hiring procedures policy to encourage consistent application of sound recruiting practices which are in line with university goals
- Utilize multicultural career fairs, trade fairs, conference events, web site tools, advertisements, recruitment visits, personal contacts, Penn State recruitment programs, and the Office of Human Resources employment services to locate potential laboratory employees
- Increase the number of underrepresented individuals in professional positions in the Laboratory
- Strengthen research partnerships, consortia, and bridge programs which provide candidates for employment
- Continue to collaborate with agencies and boards to locate positions for underrepresented groups and persons with disabilities
- Implement the use of a newly created web site resume bank
- Continue to financially support laboratory employees who pursue higher education degrees at Penn State
- Enhance mentoring opportunities
- Utilize the services of Minority Program Directors at various schools and within government agencies
- Establish the use of exit interviews
- Continue to offer policies/programs in support of family needs
- Encourage succession planning within units
- Encourage broader participation in HRDC leadership & management trainee programs

Measures:

- Analyze data and reports from the Office of Human Resources, Diversity Committee, Diversity Office, Business Office, Contracts and Proposals Office, unit heads, and diversity program managers
- Analyze exit interviews for all vacated positions
- Analyze program evaluation forms and questionnaires
- Benchmark hiring through NSF and professional societies

Indicators:

- Implementation of new policies, programs, exit interviews,
- Budgeted funding for new hires, programs, education, outreach
- Renewed partnerships, contacts, memberships
- Increase in leadership by succession

EDUCATION AND SCHOLARSHIP

5. Developing a Curriculum That Fosters Intercultural and International Competencies

Goal: Enrich the educational experience of Penn State students by integrating diversity into the curriculum

Strategies:

- Increase multi-cultural understanding of applied research through distance education and in-house courses and seminars
- Continue offering dual faculty appointments with the College of Engineering and other academic units
- Continue to offer course content which enhances the learning of cultural differences and international standards
- Foster a climate of cultural understanding when fulfilling sponsored research contractual obligations
- Expand opportunities to conduct research projects with clients from various cultural backgrounds and experiences
- Expand opportunities for faculty who engage in student-centered activities where diversity in learning is encouraged
- Continue to support faculty and graduate students whose research involves issues of diversity

Measures:

- Analyze course evaluation forms available to faculty
- Analyze research client's response to service forms
- Observe interactions of students with research clients, faculty, and peers from diverse backgrounds
- Analyze questionnaires and surveys

Indicators:

- Satisfactory rating on course evaluations
- Satisfactory rating from sponsors/customers
- Budgeted funds to support faculty, staff teaching assignments
- Budgeted funds to support in-house programs and seminars
- Budgeted funds for graduate study related to diversity

INSTITUTIONAL VIABILITY AND VITALITY

6: Diversifying University Leadership and Management

Goal: Establish a leadership team that reflects society's diversity

Strategies:

- Continue financial support for underrepresented faculty and staff attendance in leadership training classes, seminars, and conference workshops
- Continue to support underrepresented faculty, staff and student leadership on ARL and university committees
- Continue to promote women and underrepresented individuals into positions as department heads or principle investigators
- Continue to promote women and underrepresented individuals to positions of leadership in the staff and technical ranks
- Financially support in-house professional development training programs
- Establish an Research Fellows position in the Office of the Director
- Recruit members of underrepresented groups to fill high level management vacancies
- Utilize the President's Opportunity Fund or similar programs to financially support the hiring of underrepresented individuals into leadership positions
- Appoint members from underrepresented groups to assist with strategic and operational planning of laboratory goals
- Develop a succession and mentoring plan for all ARL divisions

Measures:

- Track attendance in developmental programs
- Track budgets used for professional development activities
- Track leadership service on university committees and within the community

Indicators:

- Budgeted funds to support wages for promotions and new hires
- Budgeted funds to support professional development opportunities, mentoring programs, and administrative & diversity fellowships
- Increase in number of underrepresented persons in leadership roles
- Underrepresented members on strategic planning committees

7: Coordinating Organizational Change to Support Our Diversity Goals

Goals: Institute systems and structures to assure vital and visible support for diversity initiatives

Strategies:

- Continue to financially support activities and programs devoted to diversity and outreach
- Continue to financially support two diversity specialist on staff
- Continue to support the staffing of the Diversity Committee and the programs it recommends
- Continue to financially support programs which attract faculty, staff, and students from underrepresented groups to the Laboratory
- Fully establish and promote the work of the Office of Diversity
- Utilize the newly hired Human Resources Director to implement new programming to enhance employee skills and abilities
- Continue to seek external funding from organizations/groups which support diversity programming
- Expand interdisciplinary research and partnership opportunities to include other campus units as well as Historically Black Colleges (HBCUs) and Minority Serving Institutions (MSIs)
- Implement policies and procedures to insure the diversity of the candidate pool for vacancies
- Continue the use of search committees composed of a diverse group of employees
- Representation on the Dean's Diversity Council for Research and Graduate School

Measures:

- Analyze budget expenditures
- Analyze data and reports from the Office of Human Resources, Office of Diversity, the Diversity Committee, units heads, faculty and staff

Indicators:

- Budgeted funds to support new hires, outreach, and partnership activities
- Budgeted funds to support diversity staff, diversity committee initiatives
- Secured grant awards and co-sponsored contracts
- Diverse makeup of search committees, planning teams