Feedback on Final Update on Progress Implementing
A Framework to Foster Diversity at Penn State: 2004-09
College of Health and Human Development
Spring 2010

The review team commends the College of Health and Human Development for successfully navigating significant changes in College leadership and organizational structure over the course of the planning period of this plan. Through this time, it is clear that the College has made significant strides to increase the presence and focus of diversity-related activities and programming. The coordination of diversity enhancement committees is laudable, and the rich flow of information is evident in the best practices charts provided in the update. Additionally, while information relative to the Institutional Viability and Vitality dimension was weaker in the earlier stages of the 2004-09 planning period, progress is being made and appears to have the attention of the current leadership. Increasing opportunities for international experiences will also add new dimensions to diversify the College. The value and strength of this final report can be beneficial in informing the College's 2010-15 diversity strategic plan. While improvements are being made, a mechanism for assessing actions for measurable success must be deliberately built into future plans.

Campus Climate and Intergroup Relations
Challenge 1: Developing a Shared and Inclusive Understanding of Diversity
- ❖ Departmental diversity committees feeding into the membership of the College diversity committee is positive. This structure helps to increase presence and focus on diversity as well as disseminate best practices College-wide.
- ❖ The College's commitment to diversity is strengthened by adding the director of Diversity Enhancement to the Executive Council along with the appointment of a permanent director for the Center for Human Development and Family Research in Diverse Contexts.
- ❖ The review team appreciates the expansive outline involving the duties of full time Director of Diversity Enhancement.
- ❖ The College is commended for the development of a grassroots network. A potential best practice includes cultivating a diversity committee in every academic department.
- ❖ Disseminating the diversity statement via course syllabi is a potential best practice and should be considered for wider implementation across the College.

Challenge 2: Creating a Welcoming Campus Climate
- ❖ The coordination and communication efforts put in place provide a network of resources.
- ❖ The 2007 climate survey results noted that members may not be sensitized sufficiently to the concerns of underrepresented/underserved members of the College. The plan notes that the College may need to increase the cultural competence of those not from underrepresented/underserved members. The review team recommends the planned actions be included in upcoming reports.
- ❖ Informal networking and mentoring is laudable.
- ❖ Quantitative data is lacking for several outcomes, but where data exists from the surveys the results should be used. Exit interviews and focus groups could provide further clarification of the survey results.
- ❖ The inclusion of international efforts adds urgency and more dimensions for diversity enhancement.
- ❖ The review team looks forward to seeing the list of resources created for the for College Web site. Consider reviewing the list of "Additional Diversity Resources at Penn State" on the Education Equity Web site to enhance the resource list being developed by the College.
- ❖ Providing best practices from departments contributes effectively to this report.
- ❖ Use of annual focus groups to inform the climate is positive. Staff and faculty, however, are left out of this action.

Representation (Access and Success)
Challenge 3: Recruiting and Retaining a Diverse Student Body
- ❖ It is commendable that the College's leadership programs target the development of undergraduate women.
- ❖ Creating a funded mentoring program is impressive.

- ❖ The review team applauds recruitment strategies designed as partnerships with institutions that have high underrepresented/underserved enrollment in graduate programs. The College's focus on graduate student recruitment, however, overshadowed diversity efforts in undergraduate recruitment.
- ❖ Collaboration with other health-related units (such as the School of Nursing) is commendable.
- ❖ Expanding human resources by including students as peer mentors is advantageous.
- ❖ The College and its departments should address means of assessing quality and quantity outcomes of unit-based actions in the 2010-15 diversity strategic plan.

Challenge 4: Recruiting and Retaining a Diverse Workforce
- ❖ Reviewing previous search pools to identify potential candidates for new faculty vacancies is a good strategy and has the potential to expand minority recruitment efforts.
- ❖ Including a supportive diversity message in search advertisements, in addition to the recommended Affirmative Action statement, is commendable.
- ❖ Attention has been paid to recruiting diverse administrators and faculty, but consideration should be paid to recruiting diverse staff in the College's 2010-15 diversity strategic plan.
- ❖ Retention of new faculty, including efforts to provide important guidance from tenured faculty, is positive.
- ❖ Cluster hiring, if successful, could be effective, though it seems to take a small search pool and make it even smaller. The review team could not determine from the report if the clusters are around disciplines comprised of underrepresented/underserved candidates or if are they clusters of underrepresented/underserved candidates in different disciplines. The review team looks forward to more information in upcoming iterations.
- ❖ A potential best practice includes cultivating long-term relationships with potential faculty through invited talks and research collaborations as a recruitment strategy.

Education and Scholarship
Challenge 5: Developing a Curriculum That Fosters Intercultural and International Competencies
- ❖ Including additional international opportunities is timely and can expand interest in diversity enhancement.
- ❖ The integration of diversity goals within the College is commendable; however, the diversity enhancement committee may wish to address, once again, the importance of these elements as central to the College's diversity agenda.
- ❖ Cultivating the inclusion of a diversity-focused course in the curriculum should continue to be a priority during the College's 2010-15 strategic planning process. More advertising for underutilized course development funds appears to be needed.
- ❖ Including a best practices chart showcasing efforts in the departments is valuable. Especially notable are those efforts to increase diversity elements into core major requirements
- ❖ Consider collecting data to point to the success of integrating diverse elements into the curriculum to determine their effectiveness. Capturing baseline data would be especially informative.

Institutional Viability and Vitality
Challenge 6: Diversifying University Leadership and Management
- ❖ Developing experience-based questions for interviews is a good strategy and serves a more constructive role than more traditional approaches to sharing diversity-related information
- ❖ The mentorship program including pre-hiring interactions is laudable.
- ❖ Initiatives for staff advancement should be addressed in the College's 2010-15 diversity strategic plan.

Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals
- ❖ The Global Leadership Initiative modeled after the Women's Leadership Project is interesting, but replacing "women" for "global" makes it confusing to understand who the audience might be.
- ❖ Employing cluster hires is a concept of interest as self-improvement is guided by empirical research.