

DIVERSITY STRATEGIC PLAN

CHALLENGE #1: Developing a Shared and Inclusive Understanding of Diversity

Goals	Action Items/Description	Projected Outcomes	Planned Completion Date	Status	Outcomes	Notes
Common definition of diversity	*Continue to discuss/revise in various forums, including Diversity Committee	Continual reflection/revision of definition	Ongoing	Begun		
Sharing definition and materials on understanding diversity	*Continual discussions in forums such as Diversity Committee, Principles Oversight Committee, and Campus Community Meetings *Continue to develop and publicize resources available to campus community	*Institutionalize forums within which diversity discussions take place *Develop Diversity Commons in library where diversity materials are developed and housed	Ongoing	Begun		

Unit strategic indicators for this challenge:

- Numbers of forums for discussions**
- Attendance at those meetings**
- Materials in Diversity Commons**
- Indicators of usage of Diversity Commons**

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CHALLENGE #2: Creating a Welcoming Campus Climate

Goals	Action Items/Description	Projected Outcomes	Planned Completion Date	Status	Outcomes	Notes
Foster respect for all individuals within the Campus Community	<ul style="list-style-type: none"> *Focus on living the PSU Principles, beginning at FTCAP and New Student Orientation *Emphasize respect for diversity through opportunities presented at Campus events *Encourage respectful behavior, discourage disrespect and discrimination in class and throughout campus 	*Increased levels of respect and civility	Ongoing	Begun		
Encourage social support for members of minority groups	<ul style="list-style-type: none"> *Support organizations for students of various cultures *Maintain counseling services 	*Supportive environment for students of all cultural backgrounds and persuasions	Ongoing	Begun		
Create and maintain a safe environment	<ul style="list-style-type: none"> *Encourage norms of non-violence and respect *Enforce laws and norms in measured and respectful manner 	*All students feel safe and respected	Ongoing	Begun		

	appropriate to an academic institution *Develop an assessment plan					

Unit Strategic Indicators for this Challenge:

- University faculty/staff survey**
- Climate survey**
- Noel Levitz first year survey**
- National Survey of Student Engagement**
- Focus groups conducted by faculty and students**

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CHALLENGE #3: Recruiting and Retaining a Diverse Student Body

Goals	Action Items/Description	Projected Outcomes	Planned Completion Date	Status	Outcomes	Notes
Continue to recruit a very diverse student body	<ul style="list-style-type: none"> *Continue to improve recruitment strategies to yield local first-generation students *Continue to improve recruitment strategies to yield out-of-area and out-of-state diverse student body *Continue excellent campus-wide recruitment efforts through, e.g., the Enrollment Management Team *Increase recruitment focus on adult learners *Continue to develop sources of student aid 	*Continue to be most diverse campus in Penn State system	Ongoing	In progress		
Continue to improve retention of a very diverse student body	<ul style="list-style-type: none"> * Continue excellent campus-wide retention efforts through, e.g., the Retention Management Team *Support focused retention efforts 	*Continue to improve excellent retention/graduation rates of diverse student body	Ongoing	In progress		

	– e.g., the Center for Academic Achievement and the Advising Center					
	*Specific instruments to reach and connect with students					

Unit Strategic Indicators for this Challenge:

- Undergraduate enrollment by gender, race and ethnicity**
- Undergraduate retention by gender, race and ethnicity**
- 6-year graduation rates by gender, race and ethnicity**
- Undergraduate adult learners by gender, race and ethnicity**
- Student aid by gender, race and ethnicity, by low income, by first generation**

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CHALLENGE #4: Recruiting and Retaining a Diverse Workforce

Goals	Action Items/Description	Projected Outcomes	Planned Completion Date	Status	Outcomes	Notes
Increase recruitment of diverse workforce	<p>*Continue affirmative action efforts in hiring practices for faculty and staff</p> <p>*Focus recruitment advertising through diverse media</p>	More diverse workforce recruited	Ongoing	In progress		
Increase retention of diverse workforce	<p>*Proactively support and respond to minority workforce needs</p> <p>*Adequately reward minority faculty and staff</p>	More diverse workforce retained	Ongoing	In progress		

Unit Strategic Indicators for this Challenge:

- Full-time faculty by gender, race and ethnicity**
- Exempt staff by gender, race and ethnicity**
- Nonexempt staff by gender, race and ethnicity**
- Technical service employees by gender, race and ethnicity**
- Faculty turnover rates by gender, race and ethnicity**
- Tenure success rates by gender, race and ethnicity**

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CHALLENGE #5: Developing a Curriculum that Fosters U.S. and International Cultural Competencies

Goals	Action Items/Description	Projected Outcomes	Planned Completion Date	Status	Outcomes	Notes
Increase U.S. and international cultural competencies of students	*Increase number of U.S. and I.L. courses offered on campus *Encourage and support inclusion of U.S. and I.L. materials into courses *Increase course offerings that include domestic and international travel *Continuing development of Diversity Resource Center and Diversity Commons	Students have cultural competencies adequate to working and citizenship in a diverse society and world in the 21 st century	Ongoing	In progress		

Unit Strategic Indicators for this Challenge:

- Number of permanent courses with US and/or IL designations**
- Number of one-semester courses with US and/or IL designations**
- Participation in study abroad**

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CHALLENGE #6: Diversifying University Leadership and Management

Goals	Action Items/Description	Projected Outcomes	Planned Completion Date	Status	Outcomes	Notes
Increase recruitment of diverse management	*Continue affirmative action efforts in hiring practices for administrative leadership positions *Focus recruitment advertising through diverse media	More diverse management recruited	Ongoing	In progress		
Increase retention of diverse management	*Proactively support and respond to minority leadership needs *Adequately reward minority leadership through concrete and intrinsic rewards that support a diverse workforce	More diverse management retained	Ongoing	In progress		

Unit Strategic Indicators for this Challenge:

- Executives and administrators by gender, race and ethnicity**
- Turnover rates for administrators by gender, race and ethnicity**

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CHALLENGE #7: Coordinating Organizational Change to Support Diversity Goals

Goals	Action Items/Description	Projected Outcomes	Planned Completion Date	Status	Outcomes	Notes
Enhanced coordination and communication between diversity-related groups on campus	*Develop/maintain coordination among administrative committees and between these committees and faculty committees *Maintain proactive leadership at highest administrative levels	Diversity fully institutionalized throughout campus structure	Ongoing	In progress		
Enhanced coordination and communication between diversity-related groups on campus and diversity-related groups throughout the University	*Develop/maintain coordination between campus groups/committees and diversity-related groups at all levels of the University	Diversity fully institutionalized throughout University structure				

Unit Strategic Indicators for this Challenge:

- Record of collaboration among campus committees and groups**
- Record of collaboration between campus committees and groups throughout the University**