

**PENN STATE SHENANGO CAMPUS**

**A FRAMEWORK TO FOST DIVERSITY:  
DIVERSITY STRATEGIC PLAN  
2010 - 2015**

## DIVERSITY STRATEGIC PLAN MATRIX

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

| Action Item   | Planned Completion Date                                     | Responsible Parties  | Measure of Success   |
|---|---|--|--|
| Publish definition and value of diversity on course syllabi.  | Fall 2010   | All faculty.   | Percentage of syllabi with definition.                                 |
| Include Diversity workshop as part of PSU 008.  | Fall 2010   | PSU 008 coordinator  | Diversity Workshop delivered to all PSU 008 students.                  |
| Create highly visible link to diversity on campus website. Links contained under diversity will include demographic data on students, faculty, and staff, links to local places of worship, and <i>Why Diversity Matters</i> website. | Complete website by Fall 2011. Work should begin Fall 2010. | Webmaster, with assistance from the Diversity Committee.               | Link and how often it is accessed.                                     |
| Market campus Diversity Certificate.  | Ongoing marketing is needed.                                | Admissions Office, Continuing Education, Faculty, and Public Relations | Increased number of students obtaining Diversity Certificate.          |
| Incorporate appreciation for diverse populations into student internship contracts and graduation criteria.   | Documents prepared for no later than Fall 2011.             | Faculty and DAA.   | New student contracts for internships and new policies for graduation. |
| Actively promote "Cultural Film Festival."  | Fall 2010   | Diversity Committee, Faculty, Public Relations, and Student Affairs.   | Attendance at Film Festival.   |

## Challenge 2: Create a Welcoming Campus Climate

| Action Item  | Planned Completion Date                        | Responsible Parties   | Measure of Success  |
|--|--|---|---|
| The Campus Diversity Committee will create “community service” activities in cases involving student misconduct related to hatred or intolerance.                        | Fall 2010                                      | Diversity   | Decreasing number of cases of acts of intolerance or hatred on campus. Prevention of future acts of intolerance and hatred by those brought up on charges for hatred. |
| Ensure that the Judicial Hearings Board has diverse representation from student body.  | Fall 2010                                      | Director of Student and Enrollment Services.                        | At least two members of JA Hearing Board will be students from a diverse background.  |
| Administer surveys to faculty, staff, and students that monitor the level of bias toward various diverse groups.   | Surveys administered every two to three years. | Surveys created and Data analyzed/ reviewed by Diversity Committee. | Evidence of biases revealed from survey results decrease over time.   |
| Increase the number of faculty and staff that go through ALLY or equivalent training so that students will have more “Safe Zones” to go to on campus.                    | 2010-11 academic year.                         | Chancellor and Directors.   | Increased number of faculty and staff trained to be “safe zones” for students from diverse groups.  |
| Create a welcome packet for all new faculty and staff that includes information about various places of worship, ethnic foods, and diverse community groups in the area. | Fall 2010 and updated each year.               | Human Resources, Public Relations                                   | Welcome Packet. Assessment results indicating that most new employees found the packet very helpful.  |
| Re-establish an annual “Get to Know Your Fellow Employee” forum to increase camaraderie among employees of all backgrounds.  | Each Fall semester.                            | Chancellor’s Office   | Increase in productivity, better customer service, and a greater sense of respect for all employees.  |
| Monthly lunches for faculty and staff to discuss their jobs and issues related to the campus.  | Monthly..                                      | Chancellor’s Office   | Scheduled luncheons and number of attendees.  |

**Challenge3: Recruiting and Retaining a Diverse Study Body**

**Goal 1: Increase number of students on campus from Trumbull and Mahoning Counties in Ohio where there is considerably more demographic diversity.**

| Action Item  | Planned Completion Date                          | Responsible Parties                                   | Measure of Success  |
|--|--|---|---|
| Obtain permission to aggressively advertise availability of Grant-in-Aid for residents of Youngstown, OH where the percentage of minority students is much higher than the region as a whole.  | Appropriate time to be determined by Chancellor. | Chancellor.   | Permission obtained and advertising campaign created. Increase in number of students from Trumbull and Mahoning Counties in Ohio.   |
| Obtain permission to extend Grant-in-Aid for under-represented populations to allow these students to complete their degree at any Penn State campus after spending the maximum possible number of semesters at the Shenango campus without impeding their progress toward graduation. | Appropriate time to be determined by Chancellor. | Chancellor.   | Permission granted and increased number of students from under-represented populations in Ohio. Number of students from under-represented students who change their assignment to other Penn State campuses after completing their first two years at Shenango. |
| Establish contacts with businesses and organizations in Mahoning and Trumbull counties, OH and provide workforce development opportunities for prospective students in these counties.   | Ongoing.   | DAA and Area Representative for Continuing Education. | More adult students from Mahoning and Trumbull counties.  |

**Challenge3: Recruiting and Retaining a Diverse Study Body**

**Goal 2: Increase number of students on campus from under-represented populations.**

| <b>Action Item</b>   | <b>Planned Completion Date</b>                  | <b>Responsible Parties</b>  | <b>Measure of Success</b>   |
|--|---|---|---|
| The campus will continue to attract scholarship money for students from under-represented populations.   | Ongoing.  | Chancellor and Director of Development.                                       | Increased scholarship dollars for students from under-represented populations.  |
| The campus will identify a multi-cultural representative charged with the responsibility for recruiting students from under-represented populations. | Person identified during 2010-11 academic year. | Chancellor and Director of Student Enrollment Services.                       | Multicultural representative identified and list of activities related to recruiting students from under-represented populations. |
| Campus will initiate an annual "Women in STEM fields" event for female high school students.   | Starting in 2010 - 11.                          | DAA, Director of Student and Enrollment Services, and faculty in STEM fields. | Attendance at event and increase in the number of women pursuing STEM field degrees starting at Shenango.                         |

**Challenge3: Recruiting and Retaining a Diverse Study Body**

**Goal 3: Increase number of veterans enrolled at Penn State Shenango.**

| <b>Action Item</b>  | <b>Planned Completion Date</b> | <b>Responsible Parties</b>                    | <b>Measure of Success</b>   |
|---|--------------------------------|---|---|
| The campus will continue assisting veterans obtain funding through various government programs.   | Ongoing.                       | Director of Student Enrollment Services.      | Increase in the number of veterans enrolled at the campus.  |
| The campus will contact World Campus for names of students from the campus's recruiting area who have taken classes through World Campus while serving in the armed forces. | Fall 2010                      | Area Representative for Continuing Education. | Contacts with and enrollment of veterans who were enrolled in World Campus courses while serving in the armed forces. |

**Challenge3: Recruiting and Retaining a Diverse Study Body**

**Goal 4: Increase number of adult learners with dependent children at Penn State Shenango.**

| <b>Action Item</b>  | <b>Planned Completion Date</b> | <b>Responsible Parties</b>   | <b>Measure of Success</b>  |
|---|--------------------------------|--|--|
| The campus will continue to publicize the subsidies offered by Penn State for children of Penn State students enrolled in a Keystone certified child care agency.                       | Ongoing.                       | Director of Student Enrollment Services and Public Relations.  | Increase in number of adult students with dependent children enrolled at the campus.                                     |
| The campus will continue to survey adult learners with dependent children to determine what types of scheduling they need to continue to pursue their education at Penn State Shenango. | Fall 2010 and ongoing.         | Surveys created, administered, and analyzed by Director of Academic Affairs and Director of Student Enrollment Services. | Increase in retention and or increase in the number of credit hours completed by adult learners with dependent children. |

**Challenge3: Recruiting and Retaining a Diverse Study Body**

**Goal 5: Increase retention rate of students from under-represented populations.**

| Action Item   | Planned Completion Date   | Responsible Parties   | Measure of Success   |
|---|---|---|--|
| The campus will continue to review the effectiveness of its retention initiatives such as MAP Works, Peer Mentoring, Learning Center, Math 97 sections, EPR, etc. and modify these programs as needed.  | Review conducted each academic year.  | Directors of Student Enrollment Services and Academic Affairs.  | Increased rates of retention and modifications to retention strategies as needed.  |
| Create and obtain funding for comprehensive bridge program for adult learners, first-generation college students, and other “at-risk” students that will enable them to receive developmental instruction in Math, English, Reading Comprehension, Critical Thinking and Computer Skills free of charge PRIOR to officially enrolling in Penn State. <sup>1</sup> | Have pilot program in place for Fall 2011 for students to be admitted as Penn State students Spring 2012. | Director of Academic Affairs, Director of Development.  | Funding for and number of students participating in bridge program and higher retention rates for those participating in the bridge program. |
| The campus will assist students in finding community groups and organizations that serve diverse populations to engage students in community activities   | Ongoing.  | Associate Director for Student Affairs, Public Relations, Chancellor, Area Representative for Continuing Education. | Number of students participating in these organizations. Increased retention rate for students participating in these activities.            |
| The campus will increase the number of multi-cultural events held on campus.  | Ongoing.  | Associate Director for Student Affairs, Faculty, Globalization Committee and Diversity Committee.                   | Increased number of events and student participation.  |

1: Denotes signature program.

**Challenge 4: Recruiting and Retaining A Diverse Workforce**

**Goal 1: Recruit an increased number of faculty from under-represented populations.**

| <b>Action Item</b>   | <b>Planned Completion Date</b> | <b>Responsible Parties</b>  | <b>Measure of Success</b>   |
|--|--------------------------------|---|---|
| The campus will ensure that all tenure-track and multi-year fixed-term faculty vacancies are posted in publications and websites designed to reach minority PhD's.   | Fall 2009                      | Director of Academic Affairs and Associate Dean for Faculty and Research for the Commonwealth Campuses. | Increased number of applications from well-qualified minority candidates.   |
| The campus will send announcements of all full-time faculty vacancies to PhD granting institutions that tend to serve students from under-represented populations.   | Fall 2009                      | Director of Academic Affairs  | Increased number of applications from well-qualified minority candidates.   |
| The campus will establish a Community Council composed of community leaders from a variety of diverse populations. The Community Council will meet with all faculty and staff candidates in an informal setting to allow candidates to ask about the resources and climate for their particular culture. | Fall 2010                      | Chancellor and Director of Business and Financial Services.   | Established Community Council and meetings with job candidates.   |
| Encourage members of the Community Council (mentioned above) to contact individuals from qualified members of under-represented populations about any faculty or staff vacancies at the campus.  | Fall 2010                      | Chair of Community Council, Chancellor, and Director of Academic Affairs.                               | Number of applications from qualified candidates from under-represented populations solicited by Community Council. |



**Challenge 4: Recruiting and Retaining A Diverse Workforce**

**Goal 2: Improve retention rate of faculty from under-represented populations.**

| <b>Action Item</b>  | <b>Planned Completion Date</b>                           | <b>Responsible Parties</b>    | <b>Measure of Success</b>   |
|---|--|-------------------------------|---|
| Search out and appoint a cultural mentor from within or outside of Penn State of similar cultural background to help mentor new faculty from under-represented populations. | Within a few weeks of starting employment at the campus. | Director of Academic Affairs. | An effective mentor appointed for all new faculty. Retention of minority faculty. |
| Use Community Council to help new faculty and staff to make community connections related to their cultural affiliations.   | During the first few weeks of the new hire's contract.   | Chair of Community Council.   | List of organizations that new faculty and staff become engaged with.             |
| Provide additional professional development opportunities for faculty and staff from under-represented populations.   | Ongoing  | Directors, Chancellor.        | Increased professional development activities.                                    |

**Challenge 5: Develop a Curriculum that Fosters U.S. and International Cultural Competencies**

**Goal 1: Increase opportunities for students to learn about diverse cultures within the U.S.**

| Action Item  | Planned Completion Date  | Responsible Parties  | Measure of Success  |
|--|--|--|---|
| Increase student participation in cultural events on campus.   | Ongoing  | Globalization Committee, Director of Student Enrollment Services, faculty. | Increased number of students at events.   |
| Continue to increase number of students participating in <i>Alternative Spring Break</i> trips. Seek funding to help students pay for cost of travel.      | Ongoing  | Associate Director for Student Affairs.                                    | Increased number of students participating in <i>Alternative Spring Break</i> .                         |
| Increase number of students engaged in Service Learning projects in the community.   | Ongoing  | Faculty  | Increased number of students participating in Service Learning projects in the community.               |
| Develop Learning Outcomes in General Education related to understanding diversity and other cultures.  | Outcomes in place by Fall 2010. Assessment completed by Spring 2012. | Director of Academic Affairs, faculty.                                     | Set of Learning Outcomes and the assessment of the effectiveness of those outcomes.                     |
| Increase variety of US general education courses and provide training to faculty delivering those courses in presenting US culture from many perspectives. | Fall 2010  | DAA, Registrar, and faculty.   | Increased number of new US courses on schedule and where needed, modified syllabi and course materials. |

**Challenge 5: Develop a Curriculum that Fosters U.S. and International Cultural Competencies**

**Goal 2: Increase opportunities for students to learn about foreign cultures.**

| <b>Action Item</b>   | <b>Planned Completion Date</b> | <b>Responsible Parties</b>  | <b>Measure of Success</b>  |
|--|--------------------------------|---|--|
| Create course-embedded study abroad opportunities and cultural experiential opportunities for campus students.     | Spring 2011                    | Globalization Committee, DAA, DSES  | Number of Shenango students participating in study abroad and cultural experiential opportunities. |
| Increase the variety of IL courses offered at the campus.  | Fall 2010                      | Director of Academic Affairs, Registrar, and faculty.                               | Increased number of new IL courses on the schedule.  |
| Create committee to determine what actions are needed to enable the campus to recruit and attract foreign students | Report completed by Fall 2011  | Director of Student Enrollment Services, Director of Finance and Business Services. | Action plan in place to enable campus to start recruiting foreign students if feasible.            |
| Make use of technology to have classroom projects, discussions, etc with students at foreign universities.         | Spring 2011?                   | Faculty, Director of Academic Affairs, Director of IT, Globalization Committee.     | Number of such class interactions.   |

**Challenge 6: Diversify University Leadership and Management.**

| <b>Action Item</b>   | <b>Planned Completion Date</b> | <b>Responsible Parties</b>                       | <b>Measure of Success</b>  |
|--|--------------------------------|--|--|
| Review demographic composition of the Shenango Campus Advisory Board and find members from under-represented populations to be appointed to the Advisory Board as positions come open. | Ongoing.                       | Chancellor                                       | More diversity among Advisory Board members.   |
| As the campus employee population diversifies, it will become appropriate to ensure that leadership positions on committees are also diversified                                       | Ongoing.                       | Chancellor, Directors, and Faculty Senate Chair. | More employees from under-represented populations in leadership positions on campus. |

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

| <b>Action Item</b>  | <b>Planned Completion Date</b>                           | <b>Responsible Parties</b> | <b>Measure of Success</b>   |
|---|--|----------------------------|---|
| Charge campus Diversity Committee to continuously review the progress toward implementation of Diversity Strategic Plan and have committee advise the Chancellor and Directors on the degree or lack of progress. | Annual review starting with the 2010 – 11 academic year. | Diversity Committee        | The accomplishment of the actions outlined in the Diversity Strategic Plan. |
| Appoint a member of the Diversity Committee to every search committee.  | Ongoing starting with Fall 2010.                         | Directors.                 | A member of the Diversity Committee on every search committee.              |