

## A Framework to Foster Diversity at Penn State: 2010-15 Unit Diversity Strategic Planning and Reporting

**Unit Name:** York

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

<b>Goals</b>	<b>Action Items/ Description</b>	<b>Projected Outcomes</b>	<b>Planned Completion Date</b>	<b>Status</b>
Increase the influence of the diversity committee.	<ul style="list-style-type: none"> <li>- Increase student representation on the committee.</li> <li>- Possibility of developing a Multicultural /Diversity center</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in more diverse population</li> <li>- Increase in student participation in activities</li> </ul>	2015	Planning stage
Increase the resources and influence of the multicultural coordinator.	<ul style="list-style-type: none"> <li>-Increase administrative resources: clerical support, funding</li> <li>-Develop goals and outcome assessments</li> </ul>	<ul style="list-style-type: none"> <li>- Improved services for students</li> </ul>	2015	Planning stage
Align the range of programming, curricular and co-curricular offerings, programmatic and structural initiatives, assessment, identification of intergroup disparities, and other activities across all of the Challenges with the campus' definition of diversity.	<ul style="list-style-type: none"> <li>- Develop more interdisciplinary courses, "embedded Courses" (using a theme/region and studying it from different perspectives)</li> <li>-Incorporate diversity into faculty evaluations</li> <li>-Enhance messages to students</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in awareness and appreciation about diverse cultures in students</li> <li>- Increase in enrollments</li> </ul>	2015	Planning stage
Establishing a position for an international liaison	<ul style="list-style-type: none"> <li>- Enhance international atmosphere and support services</li> </ul>	<ul style="list-style-type: none"> <li>-Better transition for students onto the campus</li> </ul>	To be determined	Proposed

## Challenge 2 – Creating a Welcoming Campus Climate

<b>Goals</b>	<b>Action Items/ Description</b>	<b>Projected Outcomes</b>	<b>Planned Completion Date</b>	<b>Status</b>
Develop and maintain systematic climate assessment processes and initiate campus-wide approaches for proactively addressing climate concerns and for comprehensive response to incidents.	- Periodic climate assessment surveys	-Better understanding of the campus climate -The outcome will be an important in addressing climate issues	2015	Planning stage
Maintain high visibility of diversity resources	-Promote diversity programs – Increase funding for programs/activities -Involve faculty/staff in planning	- Increased participation in programs -More student and faculty led programs	2011-12	Planning stage
Increase religious and multicultural awareness	-Continue diversity First Friday Series with appropriate theme	-Increased awareness and appreciation for diverse religions and culture	Ongoing	Ongoing
Increase social interaction between students, faculty and, staff.	-Organize programs ( First Friday series/International coffee hour)	- Improvement in campus climate	On going	Ongoing
Increase in funding for students (international w/F-1 visa)	-Creating more on-campus jobs -Developing funds for on-campus jobs	-Increase in international (F1) student enrollments -Improved campus climate	2011-12	Ongoing

### Challenge 3 – Recruiting and Retaining a Diverse Student Body

Goals	Action Items/ Description	Projected Outcome	Planned Completion Date	Status
Assist students from underrepresented/underserved populations in gaining access to higher education	-Work closely with area high schools to identify students - Increase scholarship opportunities	-Increase undergraduate recruitment	2015	Ongoing
Increase commitment to need-based aid and other means of support for low-income students to alleviate debt incurred while at Penn State.	-Developed sources of need-based aid at a campus level -- Strengthen support services to help students be success thus retaining their aid	-Maintain retention rate	2015	Ongoing
Increase commitment to retention and student support to ensure student success, appropriate progress toward degree, and timely graduation.	-- Increase number of ESL courses and services -Evaluate retention initiatives and campus retention plan - Strengthen support services such as mentoring and tutoring services for underserved students and student athletes	-Increased graduation rate	2015	Ongoing
Identify and address intergroup disparities between underrepresented/underserved student populations and the general student body in areas such as retention rates, graduation rates, and other indicators.	-Do an in-depth study and determine who are students are and what factors help them succeed or not succeed -Track Take Charge students	-Know our students to better address their issues  -Increased retention	2015	Planning stage
Support initiatives to augment the internationalization of Penn State.	-Research the viability of on-campus housing -Establish an international liaison	-More rounded college experience for students	2015	Proposed

### Challenge 4 – Recruiting and Retaining a Diverse Workforce

<b>Goals</b>	<b>Action Items/ Description</b>	<b>Projected Outcomes</b>	<b>Planned Completion Date</b>	<b>Status</b>
Approach hiring as an opportunity to augment the diversity profile of the campus and consider diversity expertise and credentials as an important job criterion.	-Establish a Diversity Advocate for search committees	-More minority in workforce	2011	Ongoing
Facilitate recruitment of diverse applicants by using the Affirmative Action Office and the Office of Human Resources as well as professional networks, community connections, targeted ads.	-Advertising in minority prevalent areas and specifically at minority universities	-Addition and retention of minorities in work force	Ongoing	Ongoing
Emphasize new approaches to evaluating the merit of diversity scholarship and research.	-Open discussion on the value/ merit of diversity scholarship and research	-Greater quality and quantity of scholarship and research	To be determined	Proposed
Emphasize the value of diversity expertise and diversity professional development within the faculty and staff annual review process.	- Establish a category for diversity related activities in the Faculty Activity Report.	-Reward diversity related teaching, scholarship and service for faculty -Reward staff involvement in diversity affairs	To be determined	Ongoing
Establish/strengthen mentoring program for diverse faculty and staff.	-Improve formal faculty mentoring procedure.	-Increased retention of minorities in workforce	2011	Ongoing for faculty; proposed for staff
Monitor/improve tenure success rates and turnover rates by cohort, gender and ethnicity.	-Monitor at a campus level -Done periodically by the university	-Feedback will suggest changes needed to increase success rates by cohort, gender and ethnicity	Ongoing	In place
Increase job satisfaction and reduce turn over-rates	-More frequent climate surveys help in providing feedback to the university	-Feedback will suggest changes needed to increase job satisfaction and reduce turnover.	Ongoing	In place

### Challenge 5 – Developing a Curriculum That Fosters US and International Cultural Competencies

<b>Goals</b>	<b>Action Items/ Description</b>	<b>Projected Outcomes</b>	<b>Planned Completion Date</b>	<b>Status</b>
Continue to offer and expand diversity-designated and related courses (US, IL, USI and ESL)	-Increase number and variety of course offerings -Increase student enrollment in these courses	-Increased diversity awareness -Increased enrollments	Ongoing	Ongoing
Promote curricular and research initiatives that provide students with the skills and orientation to function effectively in multicultural workplaces and social environments	-Increase travel funds to promote curricular development in diversity -Promote research projects involving diversity -professional development projects and funding	-Increased global awareness	Ongoing	Ongoing
Infuse diversity issues into undergraduate and graduate courses.	-Increase course content on and emphasis on underrepresented groups	- Increased diversity awareness	Ongoing	Ongoing
Engage students in diversity-related cultural experiences and activities planned by the Diversity Committee and other campus organizations. Connect curricular and co-curricular experiences.	-Increase quality and quantity of diversity of activities -Number and diversity of participants and attendees;	-Improved education experience in students	Ongoing	Ongoing
Support innovative teaching approaches such as service learning and embedded travel experiences, both in the US and abroad, particularly to nontraditional destinations.	-Increase embedded travel experiences -Increase travel offerings for service learning experiences -Increase funding for these experiences	-Increased participation levels -Help in broadening education horizons for students and faculty	Ongoing	Ongoing
To encourage interdisciplinary understanding of diversity	-Create team taught, cross disciplinary courses -Reward team taught, cross disciplinary teaching	-More classes>increase enrollment > greater understanding of diversity	Ongoing	Ongoing

## Challenge 6 – Diversifying University Leadership and Management

<b>Goals</b>	<b>Action Items/ Description</b>	<b>Projected Outcomes</b>	<b>Planned Completion Date</b>	<b>Status</b>
Active and visible support from executive leadership.	-Institute diversity advocates for administrative hires	-More minority candidates in the final pool of candidates for leadership and management hiring	2011	Proposed
Strengthen the articulation between unit-level and department-level diversity planning.	-Institute diversity reports at staff and Campus Senate meetings to ensure articulation	-Unit to department-level awareness	2011	Proposed
Ensure that search committees for leadership positions require expertise in fostering a diverse environment.	-Diversity advocate will be a member of the search committee for leadership and management hiring	-Heightened awareness in the search process	Ongoing	Ongoing
Promote diverse composition of leadership teams at all levels.	-Diversity advocates in search committees will promote diverse composition for leadership teams	-Stronger voice for diverse population -Heightened awareness in the search process	Ongoing	Ongoing
Provide pathways for individuals from diverse groups to demonstrate and increase their leadership abilities and opportunities.	-Exempt staff is encouraged to take advantage of the leadership and management training resources available through Penn State	-More minority staff with leadership training will increase their chances of promotion to leadership and management positions	Ongoing	Ongoing

### Challenge 7 – Coordinating Organizational Change to Support Our Diversity Goals

<b>Goals</b>	<b>Action Items/ Description</b>	<b>Projected Outcomes</b>	<b>Planned Completion Date</b>	<b>Status</b>
Foster synergies among diversity, mission, and institutional viability and vitality.	-Ensure that all campus units are held accountable for fostering diversity -Ensure that diversity goals are aligned with campus/university strategic plan	- Broader understanding for diversity at all levels	Ongoing	Ongoing
Enhance the role of the multicultural officer and/or diversity committee.	-Increase resources and administrative support for this position and committee	- Better services provided to the multicultural population	To be determined	Proposed
Promote the involvement of faculty in championing diversity goals.	-Implementing courses & collaborations in courses that foster diversity - Active representation of faculty on the diversity committee	-Increased student-faculty interaction	Ongoing	Ongoing
Augment meaningful linkages and partnerships with underrepresented and underserved communities.	-Review and strengthen current linkages -Foster new partnerships based on campus strategic plan	-Focus; avoid duplication -More opportunities to work with underrepresented and underserved communities	Ongoing	Ongoing
Develop processes that will help sustain momentum throughout the planning cycle.	-Determine what each department/academic unit can do to promote diversity, individually or collaboratively -Assess processes and change accordingly	-Consistent, sustained momentum	2011	Proposed
Consistently disaggregate data across	-Review campus demographics in each	-Assure sound decisions based on the principles of	Ongoing	Proposed

diverse demographics in all aspects of campus decision making.	decision making situation	diversity		
Increase the collaboration, capacity, and utilization of resources and infrastructure that support the realization of diversity goals.	-Make diversity discussions a part of every meeting	-Increased probability of the realization of diversity goals,	Ongoing	Proposed