Penn State Worthington Scranton’s plan has many attainable goals. The outline of the diversity planning process is a commendable one and should be a continued practice. It would strengthen the plan to include a time line for projected implementation and completion of these efforts. Worthington Scranton’s Cabinet and its Faculty Senate Diversity Committee work jointly to establish responsive assignments to ensure completion of the goals in the plan, which is very positive. It is good that the performance indicators give qualitative results.

**RESPONSE:** We feel that this Feedback indicates we have taken to heart and implemented, not only the Mid-Point Report for 2004-2009; the “targets for improvement”; and the assessment questions, but we have also anticipated the comments from the 2004-2009 Final Report due to the challenges we faced throughout most of that period.

**Campus Climate and Intergroup Relations**

**Challenge 1: Developing a Shared and Inclusive Understanding of Diversity**
- Continuing to utilize University’s resources and principles to support the diversity goals in the plan is laudable.
- The strategy to ensure a yearly professional development program to keep up-to-date with knowledge and commitment to diversity initiatives and collaborations seems to be a positive strategy.

**Challenge 2: Creating a Welcoming Campus Climate**
- Emphasis on maintaining high visibility of diversity resources is laudable, as is continuing to participate in NEPDEC to maintain high visibility of diversity values in the region.
- Supporting multi-cultural events and inviting diverse speakers to campus is a great idea for developing a welcoming campus community.

**Representation (Access and Success)**

**Challenge 3: Recruiting and Retaining a Diverse Student Body**
- The holistic approach to assist underrepresented/underserved populations in gaining access to higher education and to enhance their academic success is valuable and should be continued.
- Increasing commitment to need-based aid for low-income students is laudable.
- As noted in the update, the growing number of ESL students is a current reality that the Campus has not yet substantially addressed. The review team recommends revising the plan to address the needs of ESL students along with robust action items and concrete performance indicators that assess programming outcomes. **RESPONSE:** The campus is currently addressing the issues of 34 students, participation in India Initiative, and developing a response to M. Adebumi for international students. Recommendation: Develop and/or distribute a set of guidelines, FAQ’s, etc., rather than have each campus reinvent whole programs.
- Student organizations’ involvement in events is positive. Developing a leadership program within the Student Success Center is positive strategy to provide leadership training and career services.
- Continuing to support Faculty Senate Diversity Committee goals listed in Appendix A is a positive strategy.

**Challenge 4: Recruiting and Retaining a Diverse Workforce**
- Recognizing staff-inspired diversity initiatives at work in SRDPs is beneficial to retaining a diverse workforce.
- Utilizing the Affirmative Action Office and Office of Human Resources as well as campus resources in the hiring processes to attract diverse pools of candidates at all levels and enhance retention efforts is positive.
- Continuing the on-going professional approach to include participation of all employees in the commitment to diversity is laudable.
Education and Scholarship

**Challenge 5: Developing a Curriculum That Fosters U.S. and International Cultural Competencies**

- Continuing to foster and grow the American Studies Program is positive. More information about the diversity components within the program should be included. **RESPONSE: Special emphasis and excellence in Black American Studies.**
- More information is needed about how the undergraduate research program supports fostering cultural competencies goals and/or the academic success of underrepresented/underserved students. **RESPONSE: Annual undergraduate research fair has published abstracts typically reflecting the faculty research. Recommendation: PSU finalize FAR reporting template, so that an annual report of research ideas, publications and grant funding can be reviewed by all.**
- More details about developing the International Studies Minor should be included in the plan. **RESPONSE: It is an approved Penn State minor with a full professor in charge. Here again, this is an approved program. All documents are available centrally.**

Institutional Viability and Vitality

**Challenge 6: Diversifying University Leadership and Management**

- In conjunction with the proposed redesign of units, diversity leadership responsibilities could be included in position descriptions. **RESPONSE: For Faculty, it is already in FAR’s as part of all elements of teaching, research and service. For Staff, it is in SRDP’s and Penn State Principles.**
- Evaluating composition of existing boards is a good idea.
- Enhancing the visibility of campus leadership in promoting discussions of diversity is commendable. More information on how this will be accomplished should be provided. **RESPONSE: The full detail was described in Challenge No. 3, Bullet No. 4 in the 2004-2009 Final Report.**

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

- Performance indicators are helpful tools to demonstrate the programs supporting the diversity goals. **RESPONSE: The existence of numerous planning documents was reported in our diversity plans. Many are available as working documents on our campus web page. Each requires an annual report, and includes indicators. We recognize the need to develop indicators for these guiding principles that are meaningful and inclusive, yet manageable within the campus resources. Our goal is to streamline all of our reports and to extract relevant indicators for diversity through this process.**
  - Hiring and Retention goals
  - Enrollment goals from the Enrollment Management Plan
  - Percent of campaign goals from Campaign
  - Improved ADA accessibility from facilities planning
  - Percent technology in classrooms
  - Percent utilization of new Student Success Center
  - Effectiveness of Redesign of Academic Affairs in developing diverse academic leaders and successful discipline communities
- Continuing the use of CQI at all staff meetings and developing a learning organization are approaches that can be beneficial to the Campus.
- Continuing communication and partnership with the community will enhance a welcoming climate for diverse groups. What these communication paths are should be mentioned. **RESPONSE: The campus gave a very detailed path in the 2004 – 2009 Framework Final Report. Although considered “tangential” by the Review Committee, we recognize that high visibility of our campus commitment to diversity is absolutely essential.**