The College of Engineering is commended on their effective use of data and identification of relevant strategic indicators throughout this plan. COE’s use of strategic indicators and data are impressive. COE has established goals that are specific, measurable, and attainable, while allocating the people and monetary resources and establishing timeframes for each. It is strength that the diversity planning is closely aligned with the strategic planning process. The College has focused their diversity strategic planning on the visibility of climate change agents. They also hope to improve the College’s decision-making processes and programs. COE will continue to support already successful existing programs, including those that focus on intercultural and international competencies, and programs that support women in engineering and leadership. The College now has in place a strong statement of commitment to diversity, which includes a broadly inclusive definition. The College indicates a commitment “to increase diversity by broadening participation to reach other underserved populations.” It is anticipated that data gathered over the next planning cycle will support the effectiveness of these efforts.

Campus Climate and Intergroup Relations

Challenge 1: Developing a Shared and Inclusive Understanding of Diversity
- The College’s goals emphasize broader participation, greater integration and more effective communication. Their process to achieve these goals is commendable in large part because they start with department heads and academic leaders.
- The COE is making good use of assessment tools in decision making to improve the climate and programs in the College (Faculty Staff Survey, PACE, NSSE).

Challenge 2: Creating a Welcoming Campus Climate
- The College is taking seriously the results of climate surveys and is developing strategies to attend to any climate issues. Survey analysis indicated favorable ratings in all areas related to climate; data tables included under Challenge 2 indicate that the College’s climate is improving overall for students, faculty and staff. The College’s plans for using assessment data to make changes are positive. COE is commended for their efforts in this area.

Representation (Access and Success)

Challenge 3: Recruiting and Retaining a Diverse Student Body
- The College has a solid, comprehensive plan, including a number of promising initiatives and potential best practices to strengthen recruitment and retention. Of particular note are efforts to better understand undergraduate and graduate student “flow” through programs and to develop more targeted recruitment processes in fields where there continue to be particular shortages of women and underrepresented minority students.
- The College plans to continually monitor, improve and expand existing efforts in pre-college programs, Web site and publications, WEP and MEP orientation, and undergraduate research. The College is instituting additional scholarships to enhance recruitment and retention. These initiatives are promising.

Challenge 4: Recruiting and Retaining a Diverse Workforce
- The College “emphasizes leveraging current activities and the positive climate within the College to ensure professional growth, recognition of accomplishment and success for faculty and staff.” Offering STRIDE and providing other family friendly policies to enhance climate is laudable. Developing programs to focus on retention of mid-career faculty is promising.
- Using SRDPs and Faculty Annual Reviews as opportunities to identify practices that support diversity and a more inclusive climate is a good practice.
Education and Scholarship

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

- Benchmarking against intercultural awareness initiatives at peer institutions is a good practice.
- The College has established the very ambitious goal that every student will participate in significant international experience. The College’s focus on improving infrastructure and increasing support mechanisms to attain this goal is both realistic and forward-thinking. This is a potential best practice.
- Planned efforts to increase educational experiences that develop international and intercultural competency demonstrate a wide-ranging effort to integrate diversity across the curriculum. COE’s approach to this Challenge is a best practice.

Institutional Viability and Vitality

Challenge 6: Diversifying University Leadership and Management

- Plans to develop leadership among faculty and staff look promising. The College acknowledges the value of diverse perspectives to enhancing decision-making and planning. Plans are in place to review programs that foster leadership (CIC, etc.) and encourage participation in leadership programs.
- Identifying ways to bring demographic and intellectual diversity to college committees is positive.

Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals

- Over the next planning cycle, diversity goals will be clearly linked with the overall strategic plan.
- The College of Engineering has a strong committee structure in place, with multiple stakeholders involved.
- We look forward to the report structure planned for future updates.