

**The College of Information Sciences
And Technology (IST)**

***A Framework to Foster Diversity:
2010 - 2015***

Dean Henry Foley

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Diversity Plan: A Framework to Foster Diversity 2010-15

Campus Climate and Intergroup Relations

Challenge One: Developing a Shared and Inclusive Understanding of Diversity

Goal 1: Increase awareness and communication of the definition of diversity throughout the IST community

Objective 1: Have faculty and staff serve as foundation level of communicating the definition

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Have faculty embed the definition in class discussions	Faculty, Faculty Advisory Committee, Dean	Beginning of each semester	Indicated on student SRTE's	
Have faculty include the definition on class syllabus	Faculty, Faculty Advisory Committee, Dean	Beginning of each new class	Printed on class syllabus	
Incorporate definition into undergraduate and graduate brochures	Marketing and Communications, Multicultural Affairs	Each revision of material resources	Statement printed	
Have easy access to diversity definition on IST website	Marketing and Communications, Multicultural Affairs	Each major website revision	Once the new web design is implemented September 2010, the URL will be available.	

Objective 2: Celebrate and reward implementation of diversity definition into class discussions and syllabi

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Present "Diversity Appreciation" certificates/awards	Faculty Advisory Committee, Dean, Multicultural Affairs	Each semester	Placement of copy of certificates in faculty activity report; Presentation of "Diversity Appreciation" certificates/awards	
Provide tickets to special diversity events on campus and in the community (i.e. MLK Banquet)	Diversity Committee, Multicultural Affairs	Annually and Bi-annually	The number of tickets distributed and the number of IST faculty and staff participating	

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Objective 3: Bring alignment with PSU's commitment to implementation of the definition of diversity

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Include diversity related questions on university's SRTE forms	Dean	2011	Addition of diversity component to SRTE questions list	
Have faculty embed the definition in class discussion	Faculty, Faculty Advisory Committee, Dean	Beginning of each semester	Indicated on student SRTEs	

Objective 4: Attention given to definition in all faculty/staff orientation activities

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Faculty/Staff retreats	Human Resources, Dean, Professor-in-Charge	Annually	Agenda item, recorded in retreat notes	

Objective 5: Attention given to definition in all student orientation activities and parent orientations

Activities	Responsible Party	Timeframe	Measurements	Next Steps
IST Connections Day	Career Solutions, Special Events, Student Organizations	Annually	Program agenda item	
Parents and Families Weekend	Career Solutions, Special Events, Multicultural Affairs	Annually	Program agenda item	
IST Orientation Weekend	Advising Center, with support from Deans Office, Career Solutions, Multicultural Affairs, Learning Initiatives, IST Student Organizations	Bi-Annually	Program agenda item; provide agenda to Penn State Admissions; Office of Communications	

Objective 6: Attention given to definition during corporate recruitment activities

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Pro Expo	Career Solutions, Special Events	Annually	Include in promotional packet; posted at each booth	

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Activities	Responsible Party	Timeframe	Measurements	Next Steps
Future Forum	Career Solutions, Special Events	Annually	Definition included in promotional packet and posted at each booth	

Goal 2: Enhance visibility and viability of college's Diversity Committee

Objective 1: Create and implement diversity activities that will enhance student participation

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Orientation celebration	Multicultural Affairs, Diversity Committee, Special Events	Bi-Annually	Program details/agenda	
Seminars on diversity related topics	Multicultural Affairs, Diversity Committee, Faculty	Bi-Annually	Program details/agenda	
Distribute information and documentation of climate and diversity related assessments	Diversity Committee, Multicultural Affairs, Dean	Bi-Annually	Task Force information, climate survey results, Copies of reports to individuals	

Objective 2: Diversity committee to have a presence at orientation activities and faculty/staff retreats

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Member(s) present and participate, if appropriate, at student orientations	Diversity Committee	As frequency demands	Attendance roster; level of participation	
Member(s) presentation at faculty/staff retreat for committee update	Diversity Committee, Professor-in-Charge, Dean	As frequency demands	Attendance roster; agenda item/program topic	
Presence on marketing and recruiting materials committee	Diversity Committee, Marketing and Recruiting Committee	According to meeting schedule	Attendance roster; representation of ideas and input	

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Objective 3: Diversity Committee to have a presence or input on other committees impacting faculty, undergraduate and graduate school recruiting and marketing

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Provide input to marketing and recruiting committee	Marketing and Recruiting Committee	As new marketing pieces are created	Newly created marketing products	
Input or presence for faculty recruiting	Faculty Recruitment Committee	As recruiting opportunities arise	Membership roster; ideas represented	
Presence or input for graduate recruiting	Graduate Recruitment Committee	Each new graduate cohort	Membership roster; ideas represented	
Presence or input for undergraduate recruiting	Undergraduate Advising/Advisers	Annually	Increase in number of undergraduate students	

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Challenge Two: Creating a Welcoming Campus Climate

Goal 1: Developing and maintaining an inclusive climate that encourages diversity of expression and appreciation of differences.

Objective 1: Offer training and awareness programming to all constituents in the IST family

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Offer diversity training through Race Relations Project	Diversity Committee; Multicultural Affairs, Race Relations Project	Annually	Race Relations Project attendance roster	Offer diversity training through Race Relations Project

Objective 2: Conduct climate survey of faculty and staff

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Diversity Climate Survey	Diversity Committee; Educational Equity; Multicultural Affairs; Dean	Every three years; beginning 2010	Results provided by outside unit or company and shared with stakeholders	
Suggestion box	Staff Advisory Committee	Ongoing	Suggestion boxes are strategically located throughout the building. The boxes are checked monthly and a committee reviews all comments. Any action that is necessary is reported to the dean and manager of human resources	
Protected web site	Staff Advisory Committee	Ongoing	https://www.ist.psu.edu/feedback website has been developed. All information is reviewed by the committee and any action necessary is reported to the dean and manager of human resources	
Forums to include students, faculty, staff and administrators	Dean, Multicultural Affairs	Bi-annually	Most recently held November 2009 by Dean Foley	

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Objective 3: Develop strategies to assess climate for students

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Focus Groups	Multicultural Affairs	Annually or as needed	Data representation	
Interviews with Students	Multicultural Affairs	Annually or as needed	Data representation	
Written or Web-based surveys	Multicultural Affairs, Educational Equity, Outside third party agency	As needed, at least every three years	Results provided by administering agency	

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Representation (Access and Success)

Challenge Three: Recruiting and Retaining a Diverse Student Body

Goal 1: Recruiting Undergraduate and Graduate Students to the College of IST

Objective 1: Enhance ways and means to increase minority representation

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Hire a recruiting coordinator	Dean	2010	Define a job description	
College Advancement efforts to increase scholarship opportunities for underrepresented undergraduate students	College Advancement; Scholarship Committee; Multicultural Affairs	2010	Designated funding stream	
Enhance diversity image of graduate programs	Marketing and Communications; Multicultural Affairs	Ongoing	Diversity images in marketing resources; Increased minority representation by at least 10%	
Make students aware of multicultural resources	Multicultural Affairs; Marketing and Communications; Faculty; Diversity Committee; Student Government; WIST; D-NET	Ongoing	Enhanced communication about resources, workshops and seminars	
Create measurement tools to track current students	Undergraduate Advising; Graduate Advising; Information, Communications and Technology (ICT)	2010	Students records; Define parameters for ICT to create new tool or look at purchasing existing software/system	
Implement measurement tools to track current students	Undergraduate Advising; Graduate Advising; Information, Communications and Technology (ICT)	Dependant on creation or purchase of system/software	Students records	

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Activities	Responsible Party	Timeframe	Measurements	Next Steps
Partnering with other institutions for collaborative education programs (3 + 2, or 2 + 3- Bachelors to Masters, Masters to PhD)	Multicultural Affairs; Graduate Recruitment Committee; Graduate Programs; Undergraduate Advising	Ongoing	Memorandums of Understanding and collaborative ventures/grants, etc.	
Build strong relationships with HBCU's/ International Institutions (Tennessee State University, Norfolk State University, Hampton University, International Institutions)	Multicultural Affairs; Graduate Recruitment Committee; Graduate Programs	Ongoing	Memorandums of Understanding, collaborative initiatives; Increased minority student enrollment by at least 10%	

Objective 2: Create a visible global/international presence for undergraduate students

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Partner with the Global Programs to take advantage of linkages with international universities and consortiums (such as AESOP, ARCADIA, CIEE, and IES).	Multicultural Affairs; Global Programs; Professor-in-Charge; Faculty; Undergraduate Advising	Ongoing	Increased number of students participating in study abroad programs, internships or courses.	
Explore opportunities for students to participate in education abroad experiences, i.e. exchange programs, semester programs, and embedded (faculty-led) programs.	Multicultural Affairs; Global Programs; Professor-in-Charge; Faculty; Undergraduate Advising	Ongoing	Increased number of students participating in study abroad programs, internships or courses.	
Welcome international exchange students into the IST classroom	Multicultural Affairs; Global Programs; Professor-in-Charge; Faculty; Undergraduate Advising	Ongoing	Number of international exchange students at IST.	

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Encourage development of faculty-led short-term embedded programs.	Multicultural Affairs; Global Programs; Professor-in-Charge; Faculty; Undergraduate Advising	Ongoing	Increased number of students participating in study abroad programs, internships or courses.	
Participate in the Education Abroad Programs Fair and other programs sponsored by the Office of Global Programs.	Multicultural Affairs; Undergraduate Advising	Annually	Program agenda	

Goal 2: Retaining Undergraduate and Graduate Students in the college

Objective 1: Enhance students cultural competence

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Make students aware of multicultural resources	Multicultural Affairs; Diversity Committee; Faculty; Student Government; WIST; D-NET	Ongoing	List of yearly activities via website, posters, bulletin boards in the building	
Determine best medium to advertise programs, focus groups/surveys	Multicultural Affairs; Information, Communications and Technology (ICT)	Ongoing	Attendance at programs	
Promoting Cultural Awareness	Race Relations Project; Faculty; Multicultural Affairs	2010	List of activities; Race Relations Project data	
Promote and enhance international internships	College Advancement; Multicultural Affairs; Dean; Global Programs	Ongoing	List of internship partners	
Develop activities for students for cultural awareness	Multicultural Affairs; Diversity Committee; Special Events; WIST; D-NET	2010/Ongoing	Activities roster; data representation	

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Activities	Responsible Party	Timeframe	Measurements	Next Steps
Develop trips for students to take (inner city/ rural trips)	Multicultural Affairs; Diversity Committee	2010/Ongoing	Trip roster; data representation	
Improve processes for Mentoring Programs	Multicultural Affairs; Undergraduate Advising; Bunton-Waller scholars and fellows	2010/Ongoing	Mentor/Mentee roster	
Create measure tools to track current students for retention studies	Undergraduate Advisers; Multicultural Affairs; Learning Initiatives	2010/Ongoing	Data representation	
Implement measurement tools to track current students	Undergraduate Advisers; Multicultural Affairs; Learning Initiatives	Dependent on definition of criteria and method of tracking retention.	Data representation	

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Challenge Four: Recruiting and Retaining a Diverse Workforce

Goal 1: Recruit a diverse workforce

Objective 1: Engage faculty and staff in recruitment and interview process

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Continue to encourage faculty and staff to identify qualified candidates for open positions within the college.	Human Resources; Multicultural Affairs; Dean; Professor-in-Charge	Ongoing	Increase of at least 5% in new hires	
Educate search committees about appropriate hiring processes and affirmative action procedures.	Human Resources; Affirmative Action; Multicultural Affairs	Ongoing	Written feedback by search committees held in Human Resources for staff searches and Affirmative Action for faculty searches	

Goal 2: Retain a diverse workforce

Objective 1: Maintain/Strengthen university opportunities

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Work with Senior Faculty Mentor	Dean; Faculty; Professor-in-Charge; Multicultural Affairs	Ongoing	Annual correspondence with the Senior Faculty Mentor	
Continue to provide and fund professional development	Dean; Human Resources; Professor-in-Charge; Multicultural Affairs	Annually in spending plans	Budgeted line item in annual spending plans for units	
Continue to encourage staff and faculty to attend various University cultural events throughout the year	Dean; Human Resources; Professor-in-Charge; Multicultural Affairs	Ongoing	Records of professional development events attended by employees through budget	
Create an atmosphere that encourages staff and faculty to embrace different cultures and diversity.	Dean; Diversity Committee; Multicultural Affairs; Leadership; Employees	Ongoing	Climate survey results that indicate a welcoming climate and atmosphere	

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Education and Scholarship

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

Promote curricular and research initiatives that increase students' capacity to understand, live and work effectively in multicultural and international workplaces

Goal 1: Provide research opportunities for undergraduate students from underrepresented populations

Objective 1: For students from underrepresented populations, raise student awareness of and preparation for graduate education and careers in research

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Devote resources to the Inter - Disciplinary Educational Application Scholarships for IST (IDEAS for IST!) to encourage and support undergraduate student research for students from underrepresented populations	Dean for Research, IDEAS for IST!, and faculty advisor(s)	Ongoing	Increase the number of IST undergraduate students (from underrepresented groups) with research experiences by at least 20%	

Goal 2: Create a climate of learning inclusiveness in IST

Objective 1: Raise faculty awareness of differences in students' prior knowledge and differences in students' prior learning contexts

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Training for all faculty	Professor-in-Charge, Multicultural Affairs	Fall 2010	100% participation in training session(s)	
Evaluation of inclusiveness in the classroom environment--to be incorporated in SRTE questions for College	Professor-in-Charge	Ongoing	Scores of at least 5 on SRTE items related to diversity	

Objective 2: Explore impact of teaming on multicultural students

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Run focus groups of multicultural students to gather and understand experiences	Learning Initiatives	Fall 2010	Best and worst practices of teaming; Strategies for implementing successful teams	

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Goal 3: Infuse diversity issues, topics and perspectives (including US diversity issues) into relevant undergraduate and graduate courses
 Objective 1: Ensure that undergraduate students encounter diversity in both required courses dedicated to people, context, and diversity and also in units of study sprinkled throughout the curriculum

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Create diversity roadmap, showing courses that address diversity across the curriculum	Diversity Committee; Professor-in-Charge; Faculty	Fall 2011	Advising center will have a road map to trace diversity throughout the curriculum; students will see where diversity is addressed	
Update course descriptions to include learning objectives related to diversity	Diversity Committee, Course Committee Chairs (for designated courses); Professor-in-Charge; Faculty	Fall 2015	Faculty will know the extent that diversity is to be addressed in courses that they teach and students will know what to expect from courses	
Make 341 course mandatory OR: require a junior-level mandatory course to address diversity issues, topics, and perspectives	Professor-in-Charge; Faculty and IST 341 course committee chair	Fall 2011	All IST/SRA junior students required to take a context/diversity course as part of their major requirement, making them more interdisciplinary and well-rounded students.	
Add 200 level course focused on people and context	Professor-in-Charge; Faculty and designated faculty champion	Fall 2011	All IST/SRA sophomore students required to take a context/diversity course as part of their major requirement, making them more interdisciplinary and well-rounded students. Also, we may see an increase in "context option" students.	

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Goal 4: Determine whether patterns of inter-group disparities exist in outcomes such as course enrollments and final grades for selected courses

Objective 1: Build the internal capacity of the college and its workforce to address gender and race/ethnic-based inequality

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Collect and analyze quantitative metrics in four dimensions: access, retention, institutional receptivity, and academic performance	Dean; Professor-in-Charge; Multicultural Affairs	Ongoing	Two founding principles: First, the prevalence of inequitable educational outcomes for under-represented groups should be viewed as a problem of institutional performance, not simply a problem of how under-represented students should be changed to better meet the rigors of college. Second, institutional awareness of educational inequities can be improved by engaging in and learning from routine data analysis.	
Collect baseline measures of performance such as enrollment in the program, retention in the program through graduation by gender and race/ethnicity	Dean; Professor-in-Charge; Multicultural Affairs	Ongoing	Responsible personnel will look for trends and differences in outcomes among groups; Written reports to be available to dean, faculty, advising center, etc.	
Clearly define which strategic indicators the college will use to best predict success and retention.	Dean; Professor-in-Charge; Multicultural Affairs	Ongoing	Responsible personnel will define appropriate indicators	

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Activities	Responsible Party	Timeframe	Measurements	Next Steps
Formulate probing questions based on baseline data: The role of outreach and recruiting programs in building relationships with under-represented students, informal information and communication channels that may exclude under-represented students, reasons why under-represented students leave the college, and curricular and pedagogical aspects of “gatekeeper” courses that may systemically challenge under-represented students	Dean; Professor-in-Charge; Multicultural Affairs	Ongoing	Collect and analyze data to enhance the system and the measurement tools.	

Objective 2: Reduce intergroup disparities in enrollment, retention, academic performance, graduation rates, and career opportunities

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Develop specific initiatives based on baseline data and probing questions	Undergraduate Advising, Multicultural Affairs, Career Solutions	Ongoing	Results of data collection	
Raise student awareness of diversity by exposing students to diverse populations through service learning or travel experiences	Career Solutions; Multicultural Affairs; College Advancement	Ongoing	Service learning contracts; list of travel experiences; database of service learning opportunities (costs, funding sources, etc.)	

Goal 5: increase capacity for diversity scholarship by providing opportunities and resources

Objective 1: Incorporate diversity scholarship into the curriculum

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Provide seed funding for diversity scholarship (research)	Dean, Multicultural Affairs	Ongoing	Funding resource list	

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Goal 6: Support innovative teaching approaches such as service learning and embedded travel experiences

Objective 1: Incorporate diversity scholarship on innovative teaching approaches in the classroom

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Provide seed funding for diversity scholarship focused on innovative teaching approaches	Dean, Multicultural Affairs	2010	Designated budget item	
Establish an award that recognizes innovation in teaching	Dean	2010	Identification of award	
Support faculty participation in PSU teaching academies and fellowships (e.g. Africana Research Center; Schreyer Honors College; Children, Youth and Family Consortium; Rock Ethics Institute)	Dean	Ongoing	Funding allocated and release time	

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Institutional Viability and Vitality

Challenge Six: Diversifying University Leadership and Management

Goal 1: Diversity the leadership in the college

Objective 1: Look to place females and underrepresented males into leadership positions within the college

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Professional development opportunities for staff	Multicultural Affairs, Human Resources, Dean, Diversity Committee	Ongoing	SRDP – Require 5 hours minimum a year for diversity professional development/training; University and college sponsored opportunities advertised by responsible parties as they arise; Explanation of new requirement to staff at onset.	
Diversity related questions included in SRTE's to gauge inclusion of diversity statement and diversity topics in class discussions/materials	Dean	2010/2011	Inclusion of diversity related questions on SRTE list	
Budgetary support for diversity related professional development programs, trainings, seminars, etc.	Dean, Financial Office, Multicultural Affairs	Annually built into the spending plan process	Advertise support to faculty and staff by responsible parties; Funded and monitored through the Office of Multicultural Affairs and the Dean's Office	
Part of the process for all staff searches will include utilizing the Diversity Talent Bank.	Human Resources	Each search	Will be reviewed during the post search debriefing with Dean, Multicultural Affairs and Human Resources	

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Activities	Responsible Party	Timeframe	Measurements	Next Steps
Post search debriefing to review process and candidate pool for potential diversity	Dean; Human Resources; Multicultural Affairs	Each Search	Write up will be housed in human resources	
Open staff searches to external candidates 100% of the time to search for greater diversity of the candidate pool.	Human Resources	Each search	Will be advertised on the internal and external PSU jobs web site for each open position.	
Develop succession plan made up of individuals from diverse groups that can be offered specialized professional development opportunities or additional leadership opportunities within their existing position.	Dean; Human Resources; Multicultural Affairs	Quarterly	Include professional development opportunities in their annual SRDP. Annually on Job Responsibilities Worksheet	
Continue to support existing university procedures as it relates to faculty searches to assist in diversifying the pool of candidates	Human Resources; Dean; Professor-in-Charge; Multicultural Affairs; Search Committee Chair	At least annually	Search Committee Chair submission of "sheet" to Affirmative Action Office.	

Objective 2: Utilize external Penn State resources

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Invite representatives from Affirmative Action Office, Graduate Educational Equity, Office of Planning and Institutional Assessment, OVPEE, CCML, Global Programs to speak at a regularly scheduled meeting to discuss opportunities for collaboration with appropriate audience	Multicultural Resources	Annually or as necessary	Meetings; events/trainings that include personnel from these Penn State offices	
Utilize these offices as potential speaker for professional development seminar	Multicultural Affairs; Diversity Committee	Annually at least	Trainings, professional development opportunities offered.	

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Challenge Seven: Coordinating Organizational Change to Support Our Diversity Goals

Goal 1: Identify Links between office of Multicultural Affairs and all units

Objective 1: Prioritize organizational change

Activities	Responsible Party	Timeframe	Measurements	Next Steps
Development activities, focus on diversity initiatives	Development and Alumni Relations; Career Solutions; Multicultural Affairs	Ongoing	Increase the funding stream for underrepresented students; database with information for underrepresented students on where to apply for external funding sources	
Continue/Expand diversity initiatives with Corporate Partners	Development and Alumni Relations; Career Solutions; Multicultural Affairs	Ongoing	Solicit collaboration with Corporate Partners to support class projects targeted to diverse populations, diverse topics, diverse corporations	
Include a diverse membership when creating the next college strategic plan	Dean, Multicultural Affairs; Diversity Committee	2012	Membership on strategic planning committee	
Incorporate Diversity in all aspects of new strategic plan	Dean, Multicultural Affairs; Diversity Committee	2012	Consider human and financial resources to maintain diversity in all aspects of the college; climate, curriculum, professional development	