

A Framework to Foster Diversity
at Penn State, 2010-2015

Strategic Plan for the Schreyer Honors College

January 14, 2009

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Introduction

The Schreyer Honors College is Penn State's undergraduate honors program. We have enjoyed college status since 1997, but are not a degree-granting college and we have neither an honors faculty nor an honors curriculum. All Schreyer Scholars have their primary academic affiliation in a University Park academic college, in the Division of Undergraduate Studies (DUS), or in a campus academic unit, and all honors courses are offered by their respective department or program. We rely upon University, campus (outside of University Park), and academic college scholarships to supplement the support we are able to offer to incoming and continuing Schreyer Scholars, something that is particularly important when it comes to underrepresented students.

Schreyer Honors College defines diversity broadly to include population differences in race, ethnicity, socioeconomic background, gender, age, sexual orientation, religion, abilities/disabilities, veteran status, international status, language, political persuasion, and regional or geographic origins, as well as different talents, interests, ideas and creativity.

This Diversity Plan is developed with the understanding that not all progress can be measured quantitatively however every effort will be made to make measurements when such can be made. The plan is framed by the Challenges set forth in Penn State's Diversity plan. We are not able to address some of the established Challenges due to the fact that we do not have an honors faculty or honors curriculum as noted above. The other Challenges will be addressed in detail either in text or in Appendix A.

As stated in our former plan, the Schreyer Honors College (SHC) is "committed to continually update, improve, and add to this plan as new opportunities and/or resources become available". This plan will outline goals/objectives and accountability paths.

The SHC Mission is to promote:

- achieving academic excellence with integrity;
- building a global perspective; and
- creating opportunities for leadership and civic engagement.

The SHC Vision is to educate men and women who will have an important and ethical influence in the world, affecting academic, professional, civic, social, and business outcomes, and to improve educational practice and to be recognized as a leading force in honors education nationwide.

The SHC Goals are:

- To provide academically talented and highly motivated students with meaningful learning experiences that will prepare them to continuously learn, apply, and create new knowledge throughout their lifetimes;
- To Provide our students with meaningful opportunities that will challenge them to reach their full potential as thoughtful, creative responsible, caring and productive persons; and
- To provide university-wide leadership in developing, testing, and modeling outstanding educational practices and community involvement in both in-class and out-of-class settings.

Challenges

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

The SHC has been and will continue to be committed to expanding diversity training for all staff to fully reflect its complete definition of diversity. In the next five years, not only will group sessions be scheduled, but staff will be encouraged to individually take advantage of the wide variety of offerings from the Human Resources Development Center and other external sources.

The SHC will continue to use the services of its Diversity Committee to assist in developing climate surveys to be administered to our students. Our Diversity Committee is comprised of SHC staff, students and other university faculty and staff. (Appendix C is the current committee)

Challenge #2: Creating a Welcoming Campus Climate

In focusing our continuing efforts to create a welcoming campus climate, the SHC will continue to sponsor and co-sponsor diversity programming; publicize diversity programs sponsored by other units; expand outreach efforts to the underrepresented students in the SHC; follow-up on admissions decisions, and withdrawal decisions; support and provide opportunities for students to get involved in diverse programs and events.

Our Coordinator of Student Records has chaired the Schreyer Honors College's Diversity Committee and has been reaching out to the underrepresented students in the Honors College. Subsequently, an internal review was completed on the position and the title has been changed to Coordinator of Student Records and Director of Diversity Outreach and Engagement, to appropriately reflect the changes in the position. With this change, we are now able to more efficiently direct attention to the goals of our diversity plan.

Challenge #3: Recruiting and Retaining a Diverse Student Body

In our continuing efforts to recruit and retain a diverse student body, the SHC will continue to host recruitment receptions in targeted areas; continue to build partnerships with high school administrators and counseling staff, Office of Undergraduate Admissions, and the multicultural coordinators in the academic colleges. Specific goals are listed in Appendix A.

Challenge #4: Recruiting and Retaining a Diverse Workforce

In our continuing efforts to recruit and retain a diverse workforce, the SHC will post vacancies on various diversity listservs and make use of the Diversity Talent Bank through Human Resources.

Challenge #5: Developing a Curriculum that Fosters United States and International Cultural Competencies

The SHC will continue to collaborate with partners from academic colleges to support multicultural curriculum efforts; initiate new honors courses with a multicultural domestic focus; and continue to showcase courses like “The Reinvention of Urban Poverty” in the Geography department that includes a two week action research component in West Philadelphia, to the Schreyer Scholars.

SHC will also work to revive the “Struggle for Freedom” signature course series that was offered in spring 2004. That course was designed and planned by an intercollege honors faculty team and was scheduled as a pair of courses HIST 297A/HIST 297H - “A Journey South through the Civil Rights Movement”. The course was designed according to an SHC signature course model that included an academic introduction to the material, an experiential learning component (which was a bus trip, over spring break, to designated cities with Civil Rights Movement history), and a service learning component. Some other ideas for addressing additional diversity issues through this signature series are women’s suffrage, apartheid, the Native American movement, and emerging democracies in Eastern Europe.

Challenge #6: Diversifying University Leadership and Management

The SHC has, and will continue to support the Administrative Fellows Program. A former staff member was admitted to the fellows program, and three former fellows were hired by the SHC. Currently one former fellow is on staff. SHC staff members are consistently encouraged to take advantage of opportunities growth and development. As an example, a staff member served in a leadership role in the Forum On Black Affairs, and the college fully supported this service. Staff members are supported in their efforts to pursue and complete academic degrees, and are encouraged and supported in their involvement in other University committees and organizations.

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

The SHC will continue to develop university-wide partnerships to sponsor co-curricular programming as well as new courses that support the university's diversity goals. The College will continue to support the Faculty Senate's efforts to engage faculty on diversity issues and will work with curricular affairs committees to obtain permanent course numbers for more of the SHC signature courses. Diversity training and related issues will also be forwarded in the Leadership Roundtable, sponsored by the SHC for staff and faculty teaching leadership to undergraduates across the university

As mentioned in Challenge #2, and as can be seen on the Organization Chart, the Coordinator of Student Records position was redefined and now includes specific charges as it pertains to engagement and outreach to the underrepresented students in the SHC. The position now reports directly to the associate dean. The purpose of this change is to have direct focus of this important topic.

Strategic Indicators

The chart in Appendix A specifies targets and the person/position accountable for each proposed action step in this diversity plan. An organizational chart (Appendix B) is also included to further clarify which people or positions in the Schreyer Honors College are responsible for what functions. Some of the indicators are as follows:

- The number of seed grants and new courses developed with SHC assistance that focus on diversity-related issues
- The number of SHC signature courses that gain Faculty Senate approval and a permanent course number
- The number of diversity-related courses or activities in which SHC staff members participate
- The number of honors students who enroll in diversity-focused courses
- The diversity (or changes in diversity) of the Faculty Advisory Committee and the External Advisory Board
- Number of students who participate in study abroad and/or international research or service experiences
- Results and follow up actions on focus groups and surveys of climate in the SHC
- Number of under-represented students given offers to the SHC
- Acceptance rate of under-represented students given offers to the SHC
- Number of active partnerships the SHC has with other units to sponsor diversity-focused events within the College and university-wide

References

Schreyer Honors College Strategic Plan 2008-2013

Appendices

Appendix A – Chart of the SHC Framework to Foster Diversity at Penn State: 2010-2015

Appendix B – SHC Organization Chart

Appendix C – SHC Diversity Committee

Appendix A

**Chart of the Schreyer Honors College Framework to Foster Diversity at Penn State:
2010-2015**

Strategic Objectives and Indicators	Baseline 2009	Targets 2010-2015	Person Responsible
Challenge 1: Developing a Shared and Inclusive Understanding of Diversity			
Provide all staff with diversity training fully reflective of the SHC inclusive definition of diversity	4 hours of diversity training for all staff per year. Topics selected primarily in response to current events.	Increase number of training hours and determine systematic schedule to diversify types of training. Conduct survey to assess benefits of trainings.	Director of Administrative Operations
Incorporate diversity focus and definition into SHC events, publications, and website	Incorporated diversity into <i>Update</i> , listservs, and other SHC documents.	Continue to incorporate diversity focus into documents and SHC events	Associate Dean and Coordinator of and Student Programs and College Relations Coordinator
Challenge 2: Creating a Welcoming Campus Climate			
Implement periodic climate survey and/or focus groups related to climate	One focus group survey done, only tangentially related to climate.	Biannual climate survey to focus on impact, flashpoints, ethics, and paradoxes.	Dean and SHC Diversity Committee
Get feedback on recruitment process from accepted applicants (include those who come to PSU/SHC and those who do not come to PSU/SHC).	Initiated phone surveys of offer-decline students and new scholars.	Annual schedule of surveys	Coordinator of Selection and College Relations Coordinator
Expand partnerships to promote existing diversity programs on campus.	15 different partnerships developed over 5 year period.	Ensure a minimum of 2-3 events per semester with at least 2-3 partners per semester.	Coordinator of Student Programs
Continue diversity programs in partnership with Residence Life.	1-2 per year.	First Year program plus 2 programs per year.	Coordinator of Student Programs
Survey Honors Advisors and Honors Instructors regarding climate issues.	Anecdotal information only.	Conduct annual surveys.	Associate Dean
Develop new web features that showcase SHC diversity programming and initiatives.	Scattered information.	SHC Web presence with links to diversity resources.	College Relations Coordinator and Web Developer

Appendix A continued

Strategic Objectives and Indicators	Baseline 2009	Targets 2010-2015	Person Responsible
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Challenge 3: Recruiting and Retaining a Diverse Student Body

Educate and survey high school administration and guidance counseling staff both in-and out-of-state.	Opportunistic and reactive methods used, focus almost entirely in-state.	Focus on New York State, PA and then neighboring states to meet with suitable faculty and staff at target sites.	Coordinator of Selection
Host recruitment events in targeted metro areas.	Two per year.	Continue at least two per year.	Coordinator of Selection
Collaborate with Undergraduate Admissions in hosting prospective student on campus	Two targeted programs per year.	Increase to two - four per year	Coordinator of Selection
Explore collaboration with the alumni association.	Minimal interaction with D.C. Alums	Systematic contact with NY, DC, and California regions.	Assoc Dir of Development and Alumni Relations
Publicize for Scholars a list of honors faculty who teach and do research outside the U.S.	Not done	Coordinate information gathering and appropriate web presence.	Associate Dean
Publicize for Scholars a list of honors faculty who teach or do research about multi-cultural issues within the U.S.	Not done	Coordinate information gathering and appropriate web presence.	Associate Dean

Challenge 4: Recruiting and Retaining a Diverse Workforce

Continue to reach broadly for recruitment of under-represented staff and administrators.	Advertisements on- and off-campus, on listservs and in news papers.	Conduct appropriate institutional research to identify candidates.	Director of Administrative Operations and Dean
Analyze and generate new strategies for increased diversity among honors instructors and honors advisors.	Zero baseline	Conduct appropriate institutional research to identify faculty and their teaching and research interests.	Associate Dean
Engage in extra efforts to recruit both full-time employees and student employees of color.	Individual solicitations of full-time employees, SA's and work-study students of color.	Use focus groups to determine additional methods and follow through in practice.	Director of Administrative Operations and Dean

Appendix A continued

Strategic Objectives and Indicators	Baseline 2009	Targets 2010-2015	Person Responsible
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Challenge 5: Developing a Curriculum that Fosters International and Intercultural Competencies

Continue to enhance diversity of Signature Course Offerings	Six signature courses, planned in 2003 for the academic year 2003/2004	Continue to offer at least six, with expanded breadth of continuing and new signature courses	Dean and Associate Dean
Continue to seek novel team-teaching teams to showcase diversity interactions among faculty.	Less than five teams, self-selected	Continue to promote novel team approaches to learning and seek funding from gifts and endowments for additional program and seed grants.	Dean and Associate Dean
Continue to explore partnerships to enhance course innovations including diversity.	Initiated our first integrated, multi-college endeavor (Struggle for Freedom experience).	Expand "Struggle for Freedom" to multiple sections. Explore new partnerships for a Global Citizenship inter-college minor.	Associate Dean
Promote and cross-list SHC International and Intercultural Competencies (IIC) courses to ensure adequate enrollment.	Listserv messages, fliers.	First-year- and Junior orientation, listserv, fliers, targeted e-mail, administrative publicity (ACUE Deans).	Associate Dean
Continue to support travel-abroad learning experiences.	Support transportation costs for students traveling abroad in the context of an academic experience. Support Faculty travel with grants	Continue to provide funding for appropriate travel for Scholars. Double the number of faculty applying for travel grants.	Coordinator of International Programs

Challenge 6: Diversifying University Leadership and Management

Continue to support and promote the Administrative Fellows program.	One staff member admitted to the fellows program, three former fellows hired by the college.	Continue active involvement and encouragement for the program, both in recruiting for the program and using the program participants as a pool of candidates for specific leadership positions.	Dean
Design upward planning for all staff development (e.g., academic administration and management skills).	Promote degree programs and college courses during staff reviews, two per year.	Continue integrated career-planning in staff reviews.	Director of Administrative Operations and Dean

Appendix A continued

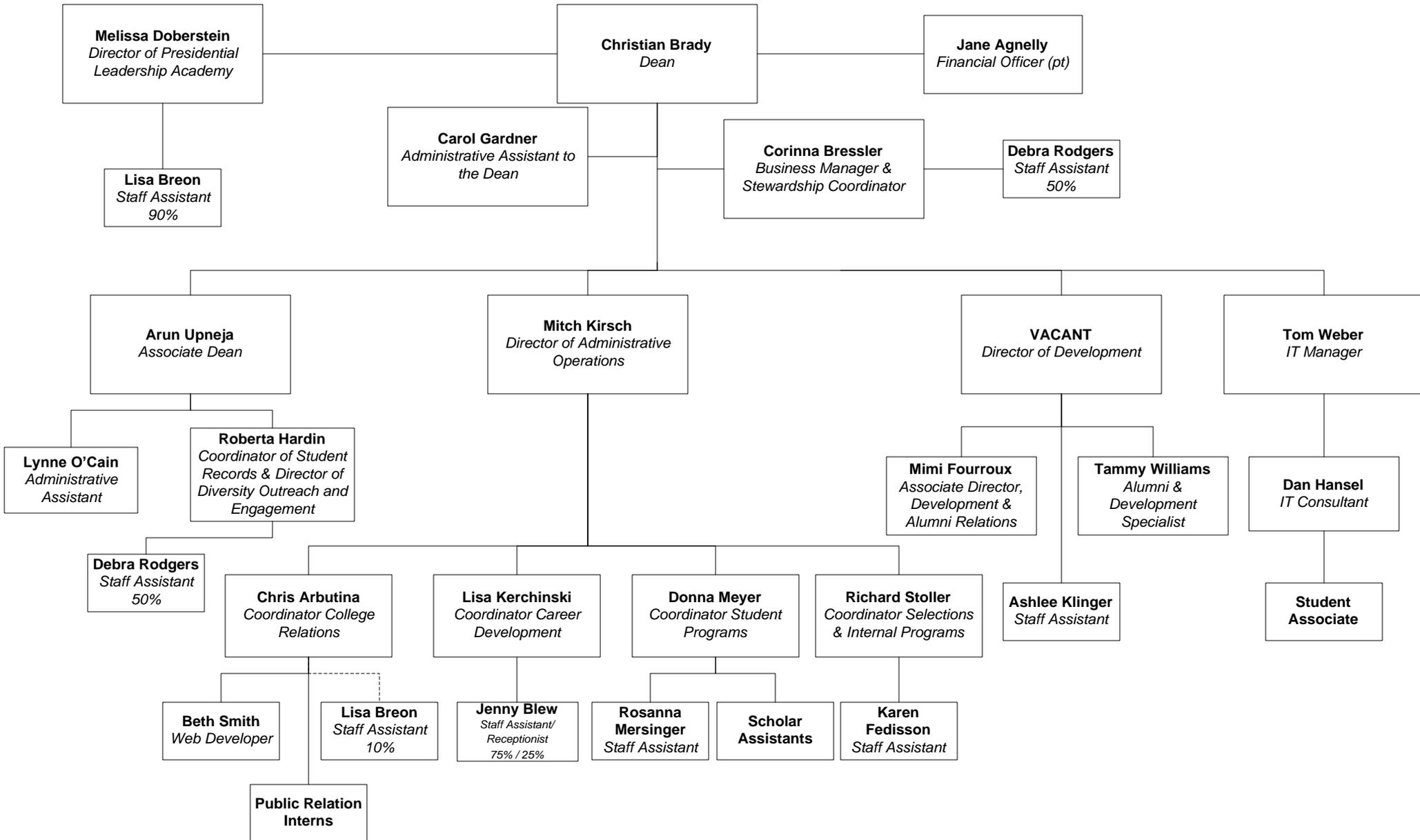
Strategic Objectives and Indicators	Baseline 2009	Targets 2010-2015	Person Responsible
Contribute substance and feedback through the Academic Leadership Forum (ALF) and other professional development opportunities.	Dean serves on planning team for ALF. Both dean and associate dean attend.	Continue to substantively affect both planning and outcomes for university-wide leadership.	Dean and Associate Dean
Create opportunities for enrichment available to staff and students (Penn State Forum)	2 tickets for staff for each speaker and 1 ticket for a student	Expand participation (pending funds)	Dean and Coordinator of Student Programs

Challenge 7: Coordinating Organizational Change to Support the University's Diversity Goals

Continue to implement systematic engagement college wide, using "bottom up" and "top down" diversity planning.	Include candid conversations about climate and diversity issues at staff meetings.	Continue to broadly include all members of the SHC community to contribute to the college's efforts to enrich the diversity of the college.	Dean
Contribute to International and Intercultural Competence Senate agenda.	Dean was member of the faculty senate undergraduate education committee and served on IIC subcommittee of undergraduate education committee.	Continue to support the University Faculty Senate's efforts to engage the faculty of the university on diversity issues. Work with curricular affairs committees and subcommittees and undergraduate education committee on initiatives of importance to diversifying the curriculum.	Dean and Associate Dean
Continue to develop university and community diversity partnerships and co-sponsorships.	15 partners over the first five years of diversity planning.	Ensure a minimum of 2-3 events per semester with at least 2-3 partners per semester.	Coordinator of Student Programs

SCHREYER HONORS COLLEGE

Organization Chart



APPENDIX C
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***Need to add 2 more students to
replace the 2 who graduated.