

**A Framework to Foster Diversity at Penn State: 2010-15**  
**The Smeal College of Business Diversity Strategic Planning and Reporting**

**Unit Name: The Smeal College of Business**

The Smeal Colleges' 2010-2015 Framework to Foster Diversity will continue to support the many initiatives that have been addressed in the 2004-2009 Update. In addition, the College will place greater emphasis on LGBT issues, staff recruitment and development, MBA diversity recruiting and several new projects: "Art in the Atrium" and Clinical Faculty Lunches.

In accordance with the direction of the Smeal Strategic Plan, the template for the Smeal Framework includes a column for internal metrics. This will enable better tracking of progress for each of the action items. We want to be able to measure the effort and involvement of each unit in achieving certain outcomes.

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**The Smeal College of Business Diversity Strategic Planning and Reporting**

**Challenge #1- Developing a Shared and Inclusive Understanding of Diversity**

Planning				Reporting		
Goals	Action Items/Description	Implementation Schedule	Internal Metrics	Status	Outcomes	Notes
Promote University Faculty Senate's New Definition of Diversity	• Create Posters	Spring 2010	# of Posters			
	• Documents- this plan	Spring Semesters				
	• Discussions- Student Groups, Student Organizations, Department Meetings, College Communications	Fall Semesters	# of Meetings			
	• Display information on Smeal flat screens	Spring Semesters	Frequency			
	• Update various Smeal websites with new definition- including Student Exchange sites	Spring Semesters	# of Sites			
	• Develop training sessions in line with new definition	Fall Semesters	# of Sessions			
Expand the Role of the Diversity Committee	• Develop diversity training modules that are implemented throughout the college	2010-2011	# of Attendees			
	• Identify diversity and multicultural seminars, conferences, etc so that college constituents are aware and offered opportunities to strengthen their diversity knowledge base	2010-2011	# of Offerings and Attendees			
	• Establish a mentoring program	2010-2011	Size of Program and Quality Survey			
	• Create college wide environment team – ad-hoc committees that monitor climate in college and conduct surveys, etc.	2010-2011	# of Contacts			
Promote Smeal for Life as a	• Organization is based upon Diversity, Honor and Respect	2011-2012				

Community with Distinction for Students, Staff, Faculty, Alumni and Others	<ul style="list-style-type: none"> <li>Multiple programs will be conceived to perpetuate the program</li> </ul>	2011-2012	# of Programs and Quality Survey			
Promote and Support Student Attendance at Graduate and Undergraduate Diversity Conferences and Career Fairs	<ul style="list-style-type: none"> <li>Encourage all students to attend a variety of conferences</li> </ul>	Ongoing	# of Students Involved			
	<ul style="list-style-type: none"> <li>Introduce students to alumni at events</li> </ul>					
	<ul style="list-style-type: none"> <li>Introduce students to corporate reps</li> </ul>					
	<ul style="list-style-type: none"> <li>Continue the Alumni Reception to bring alumni, students and corporate sponsors together</li> </ul>					
	<ul style="list-style-type: none"> <li>The MBA Program subsidizes housing costs for the Nat'l Black and Hispanic Conferences for most students interested</li> </ul>					
<ul style="list-style-type: none"> <li>We plan on raising funds from corporations in order to attend diversity career fairs and conferences</li> </ul>						
Introduce Students to the Value and Complexity of Diversity in Today's Global Economy	<ul style="list-style-type: none"> <li>Specially designed diversity program for orientation of incoming: <ul style="list-style-type: none"> <li>PhD students</li> <li>MBA students</li> <li>First Year Seminar students</li> <li>New Faculty Members</li> </ul> </li> </ul>	2011- 2013	# of Students and Faculty Involved			
Engage the Smeal Community in the Appreciation of Diversity	<ul style="list-style-type: none"> <li>Find new locations and frames to house "Art in the Atrium" project</li> </ul>	Spring 2010 - ongoing	# of Locations			
	<ul style="list-style-type: none"> <li>Solicit student and Smeal community art on a per month basis per the thematic concept for that month</li> </ul>		# of Pieces per Theme			
	<ul style="list-style-type: none"> <li>Create a Smeal community art display which will display the works of Smeal family members</li> </ul>		# of Pieces per Theme			
	<ul style="list-style-type: none"> <li>Create a college committee to assist with choosing art</li> </ul>					
	<ul style="list-style-type: none"> <li>Work with our multicultural student groups to get art vetted for display</li> </ul>		Survey Impact			

Support Diverse Cultural Events	• Hispanic Heritage Month Celebration	2009 - 2010	# of Attendees			
	• Diwali					
	• Chinese New Year					
	• International Potlucks					
	• Black History Month Celebration					
	• Women's History Month Celebration					
	• MBAA Thanksgiving Dinner					
Establish Permanent Mechanisms for Periodic Assessment to Measure Success / Timelines, etc.	• Statistical climate surveys and qualitative assessment via focus groups of faculty, staff and students	Each semester	Survey Results			
	• Establish process to monitor progress	2010				
Promote Awareness of Diversity in Sexual Orientation	• Host Penn State LGBTQA Straight Talks panel discussion for resident MBA students	Spring 2010 – ongoing	# of Attendants and Surveys			
Expand Smeal Community of Integrity	• Conduct Academic Integrity workshops as a requirement for all Smeal graduate students and faculty who serve as reviewers in the case management process. Review and explore Smeal Honor Code implementation options for students and faculty of MMM, Masters in SCM and MAcc Programs	Ongoing	# of Attendants			
Promote Smeal Access to Defibrillation Devices Such as Automated External Defibrillators or AEDs	• Develop plan for oversight, use, training, location and maintenance of units	Spring 2010	Plan Implementation			
	• Locate locations for AED mounting		# of Devices			
	• Conduct multiple training sessions for college community on how to use AEDs and CPR		# of Volunteers for training			

**Challenge #2- Creating a Welcoming Campus Climate**

Planning				Reporting		
Goals	Action Items/Description	Implementation Schedule	Internal Metrics	Status	Outcomes	Notes
Monitor the Smeal College Climate	<i>All Groups</i>					
	• Communicate and get feedback about climate from department unit heads	Ongoing	Each Semester			
	<i>Students</i>					
	• Communicate and get feedback about climate from: <ul style="list-style-type: none"> <li>○ UG student leaders and their advisors through the Business Roundtable</li> <li>○ The MBA Association and Minority MBA Association</li> <li>○ Ph.D. program director</li> </ul>	Ongoing	Each Semester			
	• Continue individual student meetings with staff	Ongoing				
	• Continue student Focus Groups with minority and “mainstream” groups; strive for more balanced data, if possible (e.g., minority and Caucasian men and women, undergraduate and graduate)	Yearly	# of Group Reports			
	<i>Faculty and Staff</i>					
	• Continue to conduct Faculty/Staff Survey	Every Four Years	Reports			
	• Continue to communicate and get feedback about climate from minority faculty through mentorship sessions	Ongoing				
	<i>Alumni</i>					
• Communicate and get feedback about climate from Board of Visitors diversity committee	Every Semester	Sub-Committee Report				

Improve the Smeal College Climate	<i>All Groups</i>					
	• Work to improve climate by responding to communication and feedback loops listed above (e.g., Business Roundtable, minority faculty mentorship sessions)	Ongoing	Nature and Timing of Responses			
	• Continue with Dean’s availability regarding climate issues	Ongoing				
	<i>Faculty/Staff</i>					
	• Human Resources Office should continue to be proactive in communication of programs, professional development, announcements and opportunities	Ongoing	# of Channels for Announcements			
	• Support Staff Advisory Committee Agenda	Ongoing				
Create a Visible Atmosphere of Acceptance	• Organize Clinical Faculty Networking Luncheons in the Business Building	Every Semester	# of Attendants and Survey			
	<i>All Groups</i>					
	• Continue to proactively use the Atrium to hold events that showcase our diverse community (e.g., yearly Smeal holiday party, occasional cultural dinners, cultural décor/advertising)	Ongoing	# of Events			
	• Continue to utilize the open atmosphere of the building to foster diverse collaborations with groups outside the college, including prospective students (e.g., BOSS program)	Ongoing	# of Events			
• Implement recognition of cultural weeks/months over the academic year (e.g., Hispanic Heritage Month with publicized events and changes to Blue Chip Bistro menu)	Several Times a Year	# of Events				

<ul style="list-style-type: none"> <li>• Continue Promoting the Dean’s Accessibility <ul style="list-style-type: none"> <li>○ “The Dean is In”</li> <li>○ Town Hall Meetings</li> <li>○ Group Meetings and Individual Appointments</li> </ul> </li> </ul>	Monthly Every Semester Ongoing	Survey			
• Support the Out in Business organization	Ongoing	Survey			
• Increase Smeal LGBT allies	Ongoing	# of Allies			
<i>Students</i>					
• Continue with student-focused events for both “mainstream” and minority students (e.g., career fairs, Diwali celebration, Ph.D. student potluck)	Ongoing	# of Events			
• Continue diversity component in the first year seminar	Every Semester	Survey			
• Special Outreach to minority undergraduate women through advising and student organizations	Ongoing	Participation Rate, Focus Groups, Survey, and Informal Feedback			
• Continue Diversity Training MBA Student Orientation	Yearly				
<i>Faculty/Staff</i>					
• Continue with faculty/staff-focused events for both “mainstream” and minority faculty and staff (e.g., monthly networking lunches, yearly Chili Competition)	Ongoing	# of Events			
• Distribute Smeal Newsletter to faculty and staff	Monthly	Feedback			
• Offer Diversity Training for faculty and staff	Yearly	# of Sessions and Feedback			
<i>Alumni</i>					
• Continue with alumni-focused events for “mainstream” and minority alumni (e.g., Alumni meetings)	Ongoing	# of Events and Feedback			

**Challenge #3- Recruiting and Retaining a Diverse Student Body**

Planning				Reporting		
Goals	Action Items/Description	Implementation Schedule	Internal Metrics	Status	Outcomes	Notes
Recruit More Diverse Undergraduate Students	<ul style="list-style-type: none"> <li>Philadelphia Honors Program- this program brings together many of Philadelphia’s best and brightest students for the opportunity to meet with University staff to discuss their options for attendance at University Park</li> </ul>	Spring Semesters	Increased Applications to Smeal			
	<ul style="list-style-type: none"> <li>Out-of-state high school visits</li> <li>Achievers Weekend</li> <li>Spend a Summer/Fall Day</li> <li>Overnight visits for high school students</li> </ul>	Fall and Spring- Recruitment Season	Change in # of Diverse Students			
	<ul style="list-style-type: none"> <li>Mentoring contacts with local high school students</li> </ul>	Ongoing				
	<ul style="list-style-type: none"> <li>Providing peer and faculty/staff mentorship for current underrepresented male students</li> </ul>	Ongoing	More Engaged Faculty/Staff			
	<ul style="list-style-type: none"> <li>START</li> <li>BOSS</li> </ul>	Spring Semesters	Feedback from Staff and Faculty			
		Summers	Increase in # of Attendees and Company Partners			
			Feedback Surveys			
	<ul style="list-style-type: none"> <li>Alumni referrals</li> </ul>	Ongoing	Track Alumni Referrals to Diversity Office			



	<ul style="list-style-type: none"> <li>Alumni contact with prospective students</li> </ul>	As needed	Survey Alumni to Improve Interactions			
Retain Diverse Undergraduate Students	<ul style="list-style-type: none"> <li>Striving Toward Awareness and Respect for Tomorrow (START)</li> </ul>	Spring Semesters	Survey Responses  Increase in # of Attendees  Increase in # of Company Partners			
	<ul style="list-style-type: none"> <li>Focus groups to assess climate of college</li> </ul>	Each Spring (Monthly)	# of Attendees			
	<ul style="list-style-type: none"> <li>Tutoring</li> </ul>	As needed	Academic Performance			
	<ul style="list-style-type: none"> <li>Promotion of diversity lectures</li> </ul>	Ongoing	Increase in # of Attendees			
	<ul style="list-style-type: none"> <li>Council on Multicultural Organizations (COMO):               <ul style="list-style-type: none"> <li>Asia Business Association</li> <li>Black Male Leadership Symposium</li> <li>Multicultural Business Society</li> <li>National Association of Black Accountants</li> <li>National Hispanic Business Association</li> <li>Out In Business</li> <li>Women In Business                   <ul style="list-style-type: none"> <li>Multicultural Women's Forum</li> </ul> </li> </ul> </li> </ul>	Ongoing	Annual Assessment			
	<ul style="list-style-type: none"> <li>Scholars Programs               <ul style="list-style-type: none"> <li>Case competition</li> <li>General monthly meetings</li> <li>Graduate Advisors</li> </ul> </li> </ul>	Ongoing	# of Conferences Attended  # of Student Attendees			
	<ul style="list-style-type: none"> <li>Leadership development trips (at each student's discretion)</li> </ul>	As Needed				

Recruit More Diverse Graduate Students	<ul style="list-style-type: none"> <li>Recruit at conferences:               <ul style="list-style-type: none"> <li>Ph. D. Project</li> <li>NSHMBA</li> <li>NBMBA</li> </ul> </li> </ul>	Fall Semester	# of students in attendance.			
	Partnerships with other Universities	Ongoing	# who apply			
	MBA for a Day	Once a Month	Survey			
	Online Chats	Twice a Month	# of Students			
	Webcasts	Twice a Month	Google Analytic			
	E-mail Campaign	Weekly	Track Response			
	Recruitment Fairs	Six in the Fall	# of Students Track Response			
	Info-sessions at Alumni Events	Two in the Fall	# of Attendees			
	Alumni Referrals	Ongoing	# of Referrals			
Retain Diverse Graduate Students	Minority MBA Orientation	Fall Semesters	# of Students and Student Feedback			
	Professional Development Workshops	Two per Semester				
	Support to attend Conferences	Fall and As Needed				
	Special Events/Lunches	Two per Semester				
	Support for MMBA	Ongoing	Sponsorship and Advice			
	Support for Case Competition Teams	Fall Semesters	Sponsorship and Advice			
	Support for dissertation research	As Needed	Sponsorship and Graduation			
	<ul style="list-style-type: none"> <li>Mentoring by:               <ul style="list-style-type: none"> <li>Alumni</li> <li>Staff</li> <li>Faculty</li> <li>Second year students</li> <li>Tutoring Services</li> </ul> </li> </ul>	Ongoing	Surveys and Focus Groups			

	• Graduate Assistantships and Scholarships	As needed	Academic Performance # of Awards			
	• Diversity Business Periodicals	Fall and Spring Semesters	Student Usage			
	• Open Door Policy of the Associate Dean for Diversity and Community	Ongoing	# of student visitors			

**Challenge #4- Recruiting and Retaining a Diverse Workforce**

Planning				Reporting		
Goals	Action Items/Description	Implementation Schedule	Internal Metrics	Status	Outcomes	Notes
Recruit a more diverse faculty/staff	Continue to utilize PSU HERC (Higher Education Recruitment Consortium)	2015	# of Candidates Frequency			
	Continue to utilize PSU Office of Human Resources Hire Power	2015	Frequency of Use			
	Affirmative Action Training	Every Fall	# of Attendees			
	Network and professional discipline specific conferences for recruitment	Ongoing	# of Conferences and Leads			
	Require academic departments to utilize MWDD (Minority & Women Doctoral Directory)	Ongoing	# of Departments and Frequency of Candidates			
	The Associate Dean for Diversity and Community meets with all candidates to address their concerns and to encourage their positive consideration for pursuing careers at Smeal	Ongoing	# of Candidates Frequency			
	As needed, use the services of a search firm to seek out qualified faculty candidates.	Ongoing	# of Candidates Frequency			
Retain our diverse faculty/staff	<i>Faculty</i>					
	Retain Donan Professorship	Ongoing	Position Filled or Vacant			
	Match competing offers	Ongoing	# of Matched Offers Requested and # of Offers Matched			

	Smeal Community Events for Faculty <ul style="list-style-type: none"> <li>• Monthly Faculty Networking Lunches</li> <li>• Fall Faculty Meeting</li> <li>• Department Events</li> </ul>	Ongoing	# of Events and # of Attendees			
	Open access to Deans'	Ongoing	Faculty/Staff Utilization			
	Dual Assistance Program	Ongoing	# of Spouses/ Partners Offered Information and # of College Initiated Requests			
	Continue Faculty Advisory Committee - The Dean meets with the faculty to share information about the direction of the college	Every 6 weeks	# of Events and # of Attendees			
<i>Staff</i>						
	Develop a Succession Plan Program for leadership progression	2011	Program Launch  # of Managers to Attend Succession Plan Training and # of Staff to Attend Training			
	Develop an application/nomination process to recruit more staff for roles of engagement in Smeal committees and task forces	2011	Process in Place  # of Staff That Applied or Were Nominated and Then Placed on a Committee or Task Force			

	Continue Staff Advisory Committee – The Dean meets with the staff to receive and share information about the direction of the college	Every six weeks	List of Initiatives			
	Commission on Racial/Ethnic Diversity mentoring program for staff of color	Every Spring	# of Attendees			
	Smeal Community Events for Staff: <ul style="list-style-type: none"> <li>• Staff recognition luncheon</li> <li>• Staff networking lunches</li> <li>• Staff sponsored events to raise money for United Way</li> </ul>	Ongoing	# of Events and # of Attendees			
	Increase staff recognition awards process and introduce a monthly awards recognition	2010	# of Awards Given			
	<i>Faculty/Staff</i>					
	Create a committee to develop a framework for a more formal mentoring program for faculty and staff	2011	Launch of Program and the # of Mentors			
	Alternative work schedules to accommodate personal needs for faculty and staff	Ongoing	Types of Schedules  # of Faculty/Staff Who Utilize It			
	Smeal Community Events for Faculty/Staff: <ul style="list-style-type: none"> <li>• Penn State Forum Lunches</li> <li>• Holiday Party</li> <li>• Chili Competition to benefit United Way</li> <li>• Receptions for retiring faculty and staff</li> <li>• Reinstated Smeal Newsletter</li> </ul>	Ongoing	# of Events and # of Attendees			
	College-wide professional development offerings	Ongoing	# of Programs and # of Faculty/Staff Who Attended			

**Challenge #5- Developing a Curriculum that Fosters U.S. and International Cultural Competencies**

Planning				Reporting		
Goals	Action Items/Description	Implementation Schedule	Internal Metrics	Status	Outcomes	Notes
Increase Number of Students Attending Non-Traditional Study Abroad Sites	Provide incentives for students to study in these places - allow them to satisfy multiple requirements if they study in a non-traditional site.	Ongoing	# of Students and # of Locations			
Expand Global Immersion Destinations to Include Africa	Develop itineraries for key locations in Africa that will be of interest to students.	2012	# of Contacts Made in Key Locations and Trip Assessment(s)			
Continue to Expose Undergraduate Students to Constructive Conversations Around Race	Continue to offer the Race Relations Project as a part of BA 242.	Fall and Spring Semesters	Enrollment # and Survey Results			
Increase Number of Students Participating in Smeal Undergrad Research Symposium	Continue to advertise program Raise additional funds to support the program	Ongoing	# of Students Participating, Quality of Research Projects, and Feedback From Students			
Satisfy the Demand for International Business Courses	Continue to offer International Business courses and International Departmental course offerings	Fall and Spring Semesters	# of Course Offerings, # of Sections Offered, # of Students Enrolled			

Work to Integrate Diversity into the Classroom Utilizing Even More Examples and Cases in Class	Provide faculty with examples of cases including executives from underrepresented groups. Encourage faculty to include examples on diversity	Ongoing	Survey Faculty on Examples of Diversity in Classroom			
To Make Honor and Integrity a Part of The Smeal Community Culture	Continue to emphasize the Honor Code in each class	Fall, Spring, and Summer Sessions	Monitor Faculty Compliance for Inclusion in Syllabi, and Class Discussion			



**Challenge #6- Diversifying University Leadership and Management**

Planning				Reporting		
Goals	Action Items/Description	Implementation Schedule	Internal Metrics	Status	Outcomes	Notes
Active Demonstration of Executive Commitment to Diversity	Leadership from the Dean: <ul style="list-style-type: none"> <li>• Chairs College Diversity Committee</li> <li>• Includes diversity in presentations and reports</li> <li>• Holds unit heads responsible for improving diversity in terms of climate, students, faculty and staff</li> </ul>	Ongoing	Projects of the Committee: Content and Frequency, Survey and Increase in #s			
Maintain or Increase the Diversity of the College's Administrative and Executive Levels	• Explore the possibility of a "Smeal Administrative Fellow Program"	2010	Developed Plan for Consideration			
	• Provide mentoring for existing and aspiring administrators	Ongoing	# of Mentoring Relationships			
Continue to Provide Staff with Opportunities for Professional Development	Encourage interested staff members and allow a flexible work schedule to pursue advanced degrees, attend university seminars, professional development workshops and related conferences	Ongoing	# of Staff who Participate			

**Challenge #7- Coordinating Organizational Change to Support Our Diversity Goals**

Planning				Reporting		
Goals	Action Items/Description	Implementation Schedule	Internal Metrics	Status	Outcomes	Notes
Strong Relationship Between Diversity Planning and General Strategic Planning	<ul style="list-style-type: none"> <li>Diversity metrics have been included in the Smeal’s Strategic Plan</li> </ul>	Ongoing	Annual Assessment			
	<ul style="list-style-type: none"> <li>One member of the Diversity Committee is also on the Metrics Committee and serves as a liaison</li> </ul>					
	<ul style="list-style-type: none"> <li>The Framework to Foster Diversity (2010-15) is integrated into Smeal’s Strategic Plan via one of its pillars (“Community with Distinction”)</li> </ul>					
Institutionalized Enhancements to the Diversity Strategic Planning Process and Resources	<ul style="list-style-type: none"> <li>Diversity Committee with inputs to college-level decision making</li> </ul>	Meetings twice a semester	Annual Assessment			
	<ul style="list-style-type: none"> <li>The Dean’s Office and the Development Office will aggressively raise funds from Smeal alumni and corporations, for the following:                             <ul style="list-style-type: none"> <li>Diversity scholarships</li> <li>Diversity programs support</li> <li>Endowed faculty positions</li> </ul> </li> <li>The shifting of the budget for the Undergraduate Office of Diversity Programs to the Office of the Dean in order to ensure financial stability</li> </ul>	Ongoing	# of Scholarships, Programs, Endowments, and Dollar Amount Raised			

Presence of Structures to Ensure that Issues of Diversity, Inclusion, and Equity are Represented at the Highest Levels of Administrative Decision Making	<ul style="list-style-type: none"> <li>• The Office of the Director of Diversity Enhancement Programs is located in the Dean’s Office</li> </ul>	Ongoing				
	<ul style="list-style-type: none"> <li>• The Assistant Dean of Diversity has been promoted to Associate Dean of Diversity and Community with increased responsibilities and resources to provide guidance and support to the Smeal community</li> </ul>	Ongoing	Annual Assessment			
	<ul style="list-style-type: none"> <li>• The Associate Dean of Diversity and Community serves as a member of the college’s Executive Committee and Management Committee</li> </ul>					
	<ul style="list-style-type: none"> <li>• Increase the diversity of alumni advisory boards for the college, departments and programs</li> </ul>					
	<ul style="list-style-type: none"> <li>• The diversity perspective and commitment are clearly present in the College’s Board of Visitors (with the recent appointment of the new Chair)</li> </ul>					
	<ul style="list-style-type: none"> <li>• The recent realignment of the Undergraduate Programs Office into three divisions has resulted in increased diversity (one female Director and one Hispanic Director)</li> </ul>					
	<ul style="list-style-type: none"> <li>• The Dean’s Office has increased its diversity with recent high-level appointments: Senior Associate Dean (Asian-American), Associate Dean for Planning and Administration (female), and Associate Dean for Diversity and Community (African-American)</li> </ul>					

