

**Before you read the feedback and report revisions, you are strongly encouraged to review the Overview, History and Calendar Web page at**

**< <http://www.equity.psu.edu/framework/updates> >**

**Feedback on Progress Implementing  
A Framework to Foster Diversity at Penn State: 1998-2003  
College of Medicine and Milton S. Hershey Medical Center**

The review team recognizes that the College of Medicine and Milton S. Hershey Medical Center has had some unique challenges in assessing their progress in implementing *A Framework to Foster Diversity at Penn State: 1998-2003*. Over the past few years, the unit has faced structural reorganizations that have consumed much of its administrative attention. Also, due to circumstances beyond the control of the current unit leadership, no strategic plan for diversity was in place prior to the progress assessment. Accordingly, the team views the assessment as a good first start for the unit in developing a strategic plan for diversity.

The team notes several general items in the report that need attention. The report can be improved by using a format that facilitates specific responses to each question. The team suggests a point-by-point response to each question rather than narratives under each Challenge. Also, at various points in the assessment, the unit reports out data only in percentages. Sometimes, these data are limited to a single time frame (i.e., fall 2000). Data should be reported in percentages and raw numbers, and at least two time frames should be provided (i.e., fall 1997 and fall 2000), so that actual progress can be better evaluated. Finally, the introduction is too long and includes material that is not directly relevant to the report. After some general information about the unit in the first paragraph of the introduction, it would be better to move to material that directly pertains to the report. Comments on the report under each Challenge follow:

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

- ❖ The definition of diversity should be expanded. Much of the report centers on women and diverse racial and ethnic groups. A more inclusive definition would help focus appropriate attention on other diversity constituents.
- ❖ The breakdown on individual and organizational responsibilities is a useful component of this section.
- ❖ The Diversity Task Force is an important structure for the unit in this formative stage of diversity plan development, but it should be converted to a permanent, standing group for the longer term; and a breakdown on the composition of the group would be helpful.

***Challenge 2: Creating a Welcoming Campus Climate***

- ❖ Responses to the questions in this section need to be included in the final version of the report with the exception of question 5.

***Challenge 3: Recruiting and Retaining a Diverse Student Body***

- ❖ The unit has proactive initiatives for recruiting students from diverse racial and ethnic groups.
- ❖ Specific outcomes should be reported for student recruitment programs and other diversity initiatives.
- ❖ The report cites applicant data for women and diverse racial and ethnic groups. These data should be supplemented to include enrolled students.

***Challenge 4: Recruiting and Retaining a Diverse Workforce***

- ❖ The unit has proactive strategies for recruiting faculty and staff from diverse racial and ethnic groups.
- ❖ A diversity climate assessment needs to be done as a follow-up to the employee satisfaction survey.

***Challenge 5: Developing a Curriculum That Supports the Goals of Our New General Education Plan***

- ❖ The material under this Challenge seems more relevant to Challenge 2. A statement on how the University's goals regarding the new general education plan apply to the graduate medical curriculum would be helpful.

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

- ❖ This section needs to be expanded. The team sees no evidence of a plan for enhancing the diversity of the management group. How will outcomes be assessed?

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

- ❖ More information is needed on how the unit plans to address their organizational goals.