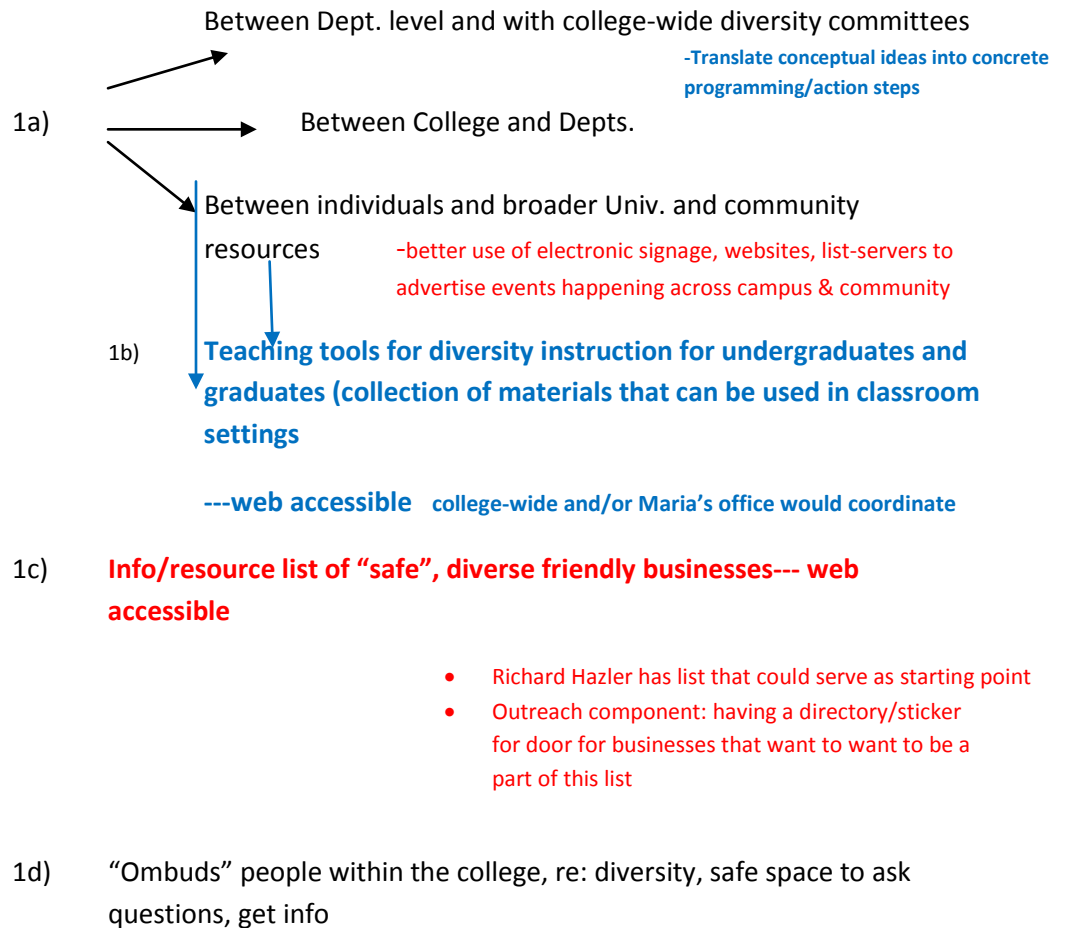


**Challenge 1: Developing a Shared and Inclusive Understanding of Diversity**  
**Challenge 2: Creating a Welcoming Campus Climate**

Team Leaders: Elizabeth Mellin, Judy Nastase, Dana Mitra

Diversity Retreat-September 22, 2009

1. Improving exchange of ideas and information:



2. Faculty, staff & student orientations should include a diversity component

- Resources available, websites
- Also legal rights and legal obligations

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

Team Leaders: Richard Hazler, Charleon Jeffries, Anne Whitney

Diversity Retreat-September 22, 2009

### **1. What is the area targeted for improvement?**

- A. United States minority populations
  - a. Racial/Ethnic minorities are particularly underrepresented and needed for the development of the educational profession.
  - b. People with disabilities are few and the services they receive are difficult to acquire.
  - c. Returning military present a group of mature adults with some educational funding and who come from diverse backgrounds.
  - d. LGBT students who are less easily recognized in a visual sense and have unique sets of issues
- B. International students
  - a. Funding issues
  - b. Language issues

### **2. What are 1 or 2 strategic actions to implement?**

- A. Consider coordination between military returnees and vocational rehabilitation where additional funding can be found in both categories and potential combined for a strong funding option for qualified individuals.
- B. Develop cohorts form specific minority groups and locals that can act as self-support groups, create a group strength to augment individual strengths, and provide a target group for COE to support.
- C. Create a “bridge support fund” to engage students of diversity in educational opportunities and undergraduate research.

### **3. What indicators would measure progress?**

- A. Quantitative measures
  - a. Set up a plan to make more directed use of university statistics in tracking diverse student enrollment and progress
  - b. College Assessment Committee should be sure to develop questions for students/graduates related to both their experiences 1) as students at PSU and in COE and as 2) their preparation as educators committed to diversity issues in education.
- B. Qualitative measures
  - a. Initiate qualitative studies of COE students from diverse populations that create pictures of their internal and external experiences at Penn State and as COE students.

## Challenge 4: Recruiting and Retaining a Diverse Workforce

Team Leaders: Kimberly Griffin and Jerry Henry

Diversity Retreat-September 22, 2009

STAFF	FACULTY
<p>Issues → RECRUITMENT</p> <ul style="list-style-type: none"> <li>• ↑ Diversity applicants, but not in interviews or hires</li> <li>• Location limitations</li> <li>• Job descriptions/skills wanted narrow</li> <li>• Preference for internal hires</li> <li>• Low turnover rates (fewer openings)</li> </ul>	<p>Issues → RETENTION</p> <ul style="list-style-type: none"> <li>• ↑ Diversity applicants &amp; hires, but departure</li> <li>• Location is challenging, especially for single profs</li> <li>• Assist. Profs hired away</li> </ul>
<p>Strategies</p> <ul style="list-style-type: none"> <li>• Implement some of the faculty recruitment/hire strategies               <ul style="list-style-type: none"> <li>➢ Conversations with Dean &amp; Affirmative Action</li> <li>➢ Dean reviews/invites top diversity candidate</li> <li>➢ Broaden job description (e.g. ISIS exp. vs database exp.)</li> </ul> </li> <li>• Outreach to Occ Rehabilitation office</li> <li>• Increase contracting w/ companies sensitive to diversity</li> <li>• More clear info &amp; support for upward mobility &amp; salary increases internships</li> <li>• More thoughtful efforts to reach out to spouses/partners of graduate students and faculty</li> <li>• Internship program</li> </ul>	<p>Strategies</p> <ul style="list-style-type: none"> <li>• Encourage/offer 2<sup>nd</sup> visit post offer---pre-decision for networking and community building</li> <li>• More support in bringing families</li> <li>• Community info &amp; support (business directory)</li> <li>• “grow our own” – partner with institutions to recruit doctoral students</li> <li>• College of Education postdocs – similar to postdoctoral fellowships offered by the Africana Research Center (or form closer partnership)</li> <li>• Development of guides/manuals that highlight community resources and businesses that are “diversity friendly”</li> </ul>

## Challenge 4: Recruiting and Retaining a Diverse Workforce

Team Leaders: Kimberly Griffin and Jerry Henry

Diversity Retreat-September 22, 2009

STAFF	FACULTY
<p>Issues → RECRUITMENT</p> <ul style="list-style-type: none"> <li>• ↑ Diversity applicants, but not in interviews or hires</li> <li>• Location limitations</li> <li>• Job descriptions/skills wanted narrow</li> <li>• Preference for internal hires</li> <li>• Low turnover rates (fewer openings)</li> </ul>	<p>Issues → RETENTION</p> <ul style="list-style-type: none"> <li>• ↑ Diversity applicants &amp; hires, but departure</li> <li>• Location is challenging, especially for single profs</li> <li>• Assist. Profs hired away</li> </ul>
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**Challenge 5:  
Developing a Curriculum that Supports the Goals of our New General Education Plan**

Team Leaders: Lisa Lattuca, Jeanine Staples, Jim Nolan

Diversity Retreat-September 22, 2009

**Strategic Actions (developed during COE Diversity Retreat, Tuesday, September 22, 2009):**

1. Develop a set of college-wide set of outcomes (i.e. skills, knowledge, dispositions, experiences) that are adopted by programs both curricular and extra-curricular experiences.
  - a. Ask programs how to assess student achievement of outcomes
2. Use technology (e-tutoring, podcasts, shared course work, etc.) to press forward consciousness about diverse skills, knowledge, dispositions, experiences.
3. Build capacity among faculty through professional development (i.e. "Faculty Advances").

**Challenge 6: Diversifying University Leadership and Management**  
**Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals**

Team Leaders: Judy Kolb and Rayne Sperling

Diversity Retreat-September 22, 2009

Challenge 6

Issue: Metrics don't tell whole picture (leadership provided beyond "formal Univ. positions")

Actions:

- Expand definition of leadership beyond traditional metrics
  - Faculty
    - Scholarship & research
      - ✓ Grants
      - ✓ Initiatives
      - ✓ Research Focus areas
    - Faculty leadership roles outside College/University
  - Students
    - Same as faculty
- Recognize/highlight what we have ---brochure
- Promote/Encourage
  - Scholarship in diversity
    - Add dissertation award
    - Focus 2 RIGs on diversity or diversity/leadership
  - Awareness of funding sources

Indicators:

Number of people in traditional and more broadly defined leadership positions  
Grant dollars/other financial markers  
Products (such as brochure)

Challenge 7

Issues:

Diversity Committees Disconnected

Action:

- Improve liaison among committees
- Develop better web presence
- Add standing faculty council agenda item

Indicators:

Number of joint meetings