

Goal 6 Diversifying University Leadership and Management

The University community often views leadership through a traditional lens. The College of Education is dedicated to continued efforts to increase the diversity of the leadership and management of the College. As noted, some gains have been made in this area and we continue to seek exemplary personnel to serve in leadership and management roles. One new goal of the College is to also find means to recognize and demonstrate the work of College members as they provide leadership in diversity enhancement through their scholarship and service both at Penn State as well as in national and international arenas. Scholarship that examines the education, institutional policies, development, and health of underrepresented groups is ongoing in the College as faculty members examine the needs of the Commonwealth and beyond. Members of the College are active contributors to local, regional, national, and international organizations that serve diverse populations. As a College we will turn a new lens to highlighting the efforts of our members as leaders in such endeavors. We also will encourage such efforts through a newly created diversity award on the topic of diversity and dedication of two Research Initiation Grants to scholarship in this area.

These efforts will be measured through Faculty and Student activities such as research presentations and publications; leadership awards from public and private sector institutions given to College of Educational Faculty, Staff, and Students; University, State, National and International leadership demonstrated in service activities; and an examination of the roles that institutes and centers play in enhancing the diversity of our community.

As a College we often draw upon the experience of our faculty and staff for emerging leaders. In efforts to assure diversity in future leadership we must continue to seek, hire, and retain a diverse College. Our efforts toward diversity enhancing hires will be continued as we strive to maintain a representative community.

Goal 7

Coordinating Organizational Change to Support Our Diversity Goals

As noted, some of the previous efforts in the College to support our diversity goals included the engagement of the College-level and the five departmental-level diversity committees as well as the efforts of the Office of Multicultural Programs. In our efforts to support our expanded diversity goals, to reduce overlapping efforts, and to best serve the College community, one new focus will be to examine the organizational structure of the College's diversity committees. It may be an alternative committee structure might more adeptly facilitate our expanded diversity goals or that the roles of each of the constituents need to be more clearly delineated. For example, it may be that some target initiatives, such as graduate student recruitment, may be best suited for the departmental level committees to address. However, coordination between the College committee and the office of Multicultural Programs, for example, might be best tackled by the College Committee.

Efforts to address organizational change will be led by the work of a new steering committee comprised of the chairs of the respective department level committees, a representative from the

College level committee, and the Assistant Dean for Multicultural Programs. The primary goals of the committee will be to establish the areas of focus for the department committees, the College committee, and the office of Multicultural Programs. This progress will be measured through a.) identification and attainment of annual target goals for the department level committees (e.g., graduate student recruitment), the College Committee (e.g., professional development opportunities), and the Office of Multicultural Programs (e.g., programming and enhancement for undergraduate students) b.) the development of an organizational chart that outlines the goals and primary purposes of each of these three structures (department level committees, college level committee, and program office).

The steering committee will be established, will hold a half day retreat annually, and will meet once each semester. Additional metrics that will measure progress toward this goal include the nature and number of annual target goals for each committee and the demonstrated results of these goals.