Feedback on *A Framework to Foster Diversity at Penn State: 2010–15* and
2014–15 through 2018–19 Diversity Initiatives
Fall 2014
Penn State Worthington Scranton

The Penn State Worthington Scranton 2010–15 *Framework* diversity strategic plan addressed each of the seven *Framework* Challenges with the inclusion of a diversity planning schedule, list of best practices and signature programs, and performance indicators. Though measures to support diversity goals and strategies toward achievement of those goals were outlined, minimal data were included.

The review team notes favorably that the campus' continuing strategic planning efforts in its 2014–19 plan endeavor to address and meet each of the *Framework* Challenges, as was the case for its 2010–15 plan. Indeed, the campus is commended for following the directions specified in the formal strategic planning guidelines. Best practices and signature programs are included.

Though a table in the appendix shows growth among some underrepresented/underserved groups, the inclusion of few if any other metrics in the plan hindered the review team's ability to identify and effectively assess progress made across all Challenges. Robust data to demonstrate progress and project future outcomes are needed for all planning goals.

Campus Climate and Intergroup Relations

Challenge 1: Developing a Shared and Inclusive Understanding of Diversity
- The Diversity Committee's efforts to cultivate signature programs that engage and educate the campus community in a more comprehensive understanding of diverse environments deserve merit.
- The campus' membership in the Northeast PA Education Consortium (NEPDEC) is a positive stance.

Challenge 2: Creating a Welcoming Campus Climate
- The campus hopes to expand its signature diversity programming by "increasing student participation through faculty involvement." A plan of action is recommended to address how faculty involvement will accomplish this goal and to delineate how student participation will be assessed.
- Plans to encourage participation from the campus' growing adult learner population are noteworthy. "New programming" is mentioned, but details about desired outcomes are lacking.
- The Office of Community Relations will work with local press to make the campus' diverse workforce and student body more visible to the surrounding community. How will this objective be accomplished?

Representation (Access and Success)

Challenge 3: Recruiting and Retaining a Diverse Student Body
- The campus plans to develop focused recruitment activities that reflect its diverse campus environment. Further information about measures for success would be beneficial.
- Worthington Scranton will pursue University and external resources to assist with recruitment and retention efforts that target diverse students. This initiative demonstrates a strong commitment to this Challenge. Compiling a list of successfully acquired resources may prove useful.
- In order to increase the percentage of international students, the campus will expand partnerships with international recruitment programs, but details are sketchy. What is the target percentage for international students? What programs will be marketed, and to whom?
- The campus leverages its broad definition of diversity through its plans to create programming aimed at adult learners, veterans, and dual enrollment students. Additionally, the campus offers an impressive array of programs and activities designed to celebrate various cultural traditions.

Challenge 4: Recruiting and Retaining a Diverse Workforce
- Worthington Scranton will develop a "more comprehensive understanding of incorporating diversity into employment and retention of a diverse workforce." The review team notes with appreciation the campus' commitment to ensure that diversity is a prominent factor in all faculty, staff, and administrative searches.
- In addition to conducting statewide, national, and international searches as appropriate, the campus anticipates advertising in local outlets that serve particular demographics in order to seek candidates with experience working in culturally diverse workplaces. This endeavor represents the best of out-of-the-box thinking.
- The review team applauds the Diversity Committee, Human Resources, and other departments for their collaborations on the delivery of diversity training programs for members the campus community. This cross-collaboration is a potential best practice. Assessment of these programs is endorsed.

Education and Scholarship

Challenge 5: Developing a Curriculum That Fosters U.S. and International Cultural Competencies
- Two signature initiatives are noted under this Challenge: 1) the campus' partnership with UNICO, which resulted in a course of study in Italian; and 2) the Study Abroad Spring Break trip, which now includes a credit-bearing course. These initiatives show promise. Are outcomes assessments in place?
- Continued efforts to encourage faculty to integrate international scholarly activities into their courses are planned. A means of tracking and monitoring such activity is urged.
- The campus intends to revise its First Year Experience (FYE) to become more comprehensive. Among others, "global awareness development" is listed as a topic for inclusion in the planned revision of FYE. How will global awareness be infused into FYE? This initiative is promising, particularly within the context of the Worthington Scranton demographic area. How will U.S. diversity be infused into FYE?

Institutional Viability and Vitality

Challenge 6: Diversifying University Leadership and Management
- It is noted that through multiple avenues of recruitment the Chancellor's Office will continue its efforts to "attract individuals from a wide variety of backgrounds and interests" to the Worthington Scranton Advisory Board. This step is positive, but are efforts also in place to increase the actual number of diverse individuals on the Advisory Board? What recruitment strategies are planned?
- The plan states that the campus will "make every effort" to recruit and retain diverse candidates as leadership positions become available. It is not clear, however, how this goal will be accomplished.
- The review team finds that, overall, this Challenge is minimally addressed in the 2014–19 plan.

Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals
- The Chancellor's Office is tasked with reviewing "all campus operations" related to the goal of fostering diversity and inclusion throughout the institution. When and how will these reviews occur?
- One of the "Values and Planning Assumptions" in the plan states that "the role of diversity in every aspect of campus planning is essential to intellectual and social development." This is an admirable stance, but how will it be actualized and measured?