Diversity: Best Practices in Large-scale Proposal Planning

It is strongly recommended that you begin to address diversity at the earliest stage of proposal development. Successful proposal writers report that their most effective diversity plans were developed in tandem with college multicultural leaders. When given adequate time, diversity leaders may be able to participate directly in proposals and serve as personnel or may make important links with extramural leaders who can support diversity plans. Many funding agencies expect letters of support from such internal and external members of your diversity team, and starting early allows the necessary time and resources to establish (and budget for) the salient relationships and plans that will ultimately affect the outcome of your proposal.

SIRO can assist in the development of diversity plans in a variety of ways. Most importantly, we can provide a list of best practices and also a list of general university diversity resources that are referenced from the Office of the Vice Provost for Educational Equity (org chart) and the Office of Graduate Educational Equity Programs: (1) The most current contact list of College Multicultural leaders is provided on pages 2-3 of this document, (2) A general list of best practices is provided on page 4-5; and (3) additional analyst commission and committee resources on pages 6-8. All of the resources in this document are updated on a bi-yearly basis by SIRO staff, or as needed, in our consultation with the various organizations represented.

The following is a suggested activity list for developing your proposal diversity plan:

1. Identify your project needs for personnel (faculty; students, grad/undergrad; project coordination)
2. Identify the colleges/units you will participate with and/or draw students from
3. Consider the possible costs of your diversity plan and a list of associated questions
4. Meet with the multicultural leader in your unit, review steps 1 and 2 with them as well as your proposal outline (this can be informal but they should know the subject matter of the proposal as well as the nature and scope of the work to develop how diversity will be an integral effort).
   a. SIRO Proposal Development Personnel will be glad to set up and participate in in this meeting as you wish.
   b. Be prepared to address the nature of working relationships (e.g. do you desire a support letter from an HBCU or women-owned/minority-owned business? What is the relationship function?).
   c. Before meeting with your leader you should read your college/unit strategic plan for diversity to better understand how your goals may mesh college goals.
   d. If there are subsequent meetings needed with additional multicultural leaders from other colleges due to your particular proposal personnel, you can address those after meeting with your multicultural leader and addressing their preference for the best approach in proceeding with other leaders.
5. It is always a good practice to read the latest university plan (A Framework to Foster Diversity at Penn State 2010-2015). It is very friendly to read and once you have that perspective, it enables effective overall development of proposal diversity plans.
Council of College Multicultural Leaders (CCML)

The Council of College Multicultural Leaders is comprised of the Multicultural Directors/Deans of the academic colleges and the Senior Director of the Office of Graduate Educational Equity Programs, at University Park. These individuals are primarily responsible for leading the efforts to recruit and retain a diverse student body within the colleges and the Graduate School. They assist in advising/developing their respective Strategic Diversity plans, “The Framework to Foster Diversity.” The Members of the CCML at University Park campus are:

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<thead>
<tr>
<th>The Graduate School</th>
<th>College of Agriculture Sciences</th>
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<tbody>
<tr>
<td>Dr. Suzanne Adair</td>
<td>Randi Congleton</td>
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<td>Phone: 814-865-2516</td>
<td>Phone: 814-865-7521</td>
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<tr>
<td><a href="http://www.gradsch.psu.edu">www.gradsch.psu.edu</a></td>
<td><a href="http://agsci.psu.edu/">http://agsci.psu.edu/</a></td>
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<tr>
<th>College of Arts and Architecture</th>
<th>Smeal College of Business</th>
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<tr>
<td>Curt Marshall</td>
<td>Dr. Vernis Wellmon (Graduate Student Diversity)</td>
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<td>Phone: 814-863-0448</td>
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<td><a href="http://www.artsandarchitecture.psu.edu">www.artsandarchitecture.psu.edu</a></td>
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<tr>
<td>Joseph Selden</td>
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<td><a href="http://www.psu.edu/dept/comm/">www.psu.edu/dept/comm/</a></td>
<td><a href="http://www.smeal.psu.edu">www.smeal.psu.edu</a></td>
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<th>College of Education</th>
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<td>Phone: 814-865-0904</td>
<td>Phone: 814-867-2455</td>
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<td><a href="http://www.ed.psu.edu.edu">www.ed.psu.edu.edu</a></td>
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<td>Dr. Amy Freeman</td>
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<td>208 Hammond Building</td>
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College of Information Sciences and Technology
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College of The Liberal Arts
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College of Medicine
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Email: Diversity@hmc.psu.edu
Phone: 717-531-7779
http://www.pennstatehershey.org/web/diversity/
Recruitment and Retention Strategies

Strategies for recruitment, mentoring, retention & graduation of students from under-represented groups:
- Development of new approaches in IT (e.g., social networks) to engage members of under-represented groups
- Collaborations with students &/or faculty who are members of under-represented groups or affiliated with minority-serving institutions (MSI's), including letters of commitment or endorsement
- Campus visits/presentations at MSI's;
- Regular publication of bulletins/newsletters to enhance cross-cultural/gender communication
- Monitoring of graduate student retention
- Detailed recruitment & assessment plans
- Attendance at discipline specific minority members’ conferences/meetings
- Professional development/networking opportunities for minority/diverse students

Strategies for promoting student & faculty diversity as an integral part of the project
- Consider the extent to which culture, gender, etc. may impact the subject matter for the proposal and make sure the proposal team includes appropriate expertise. For example, are there needs for:
  - Multi-lingual communications of findings
  - Mentoring networks to ensure Under-Represented Minority retention
  - Budgets to include stipends, travel and honoraria funds to support diversity activities
  - Accommodations for individuals with disabilities

Partnership Examples: AGEP, LSAMP, HBCU-UP

Best Practices: General Content
- Psychological, practical & financial support for students; reward systems.
- Comprehensive student development strategies, including oral & written communication skills.
- Detailed mentoring plans.
- Participation in diversity-focused conferences, workshops, networks & field activities.
- Coordination of recruitment/retention programs across schools/departments.
- Coordination of academic support services across schools/departments.
- Integration of diversity goals/objectives into the regular operation & management of departments/institutions.
- Training opportunities for faculty on effective mentoring, recruitment, & the value of a diverse academic community.
- Faculty reward system for diversity-related activities.
- Collection/analysis of grad student data for strategic planning purposes.

Penn State Programs for Increasing Recruitment and Retention of Minority Graduate Students
Alfred P. Sloan Scholars Program – retention and scholarship
Africana Research Center – retention and scholarship
American Indian Leadership Program – retention and scholarship
Northeast Alliance for Graduate Education and the Professoriate (NEAGEP) – recruitment and retention
SOLID AGEP – Social and Behavioral Sciences – recruitment and retention
Summer Research Opportunities Program (SROP) – recruitment
McNair Scholars Program & National Directory – recruitment
Pathways to the PhD Luncheon - recruitment
Diversity Outreach Opportunities Research (DOOR) – recruitment
College Specific Research Experiences for Undergraduates (REUs)
Diversity Planning Analysts

Diversity Planning Analysts provide a variety of services within the Office of the Vice Provost for Educational Equity. These services include providing support for three Penn State commissions and the Equal Opportunity Planning Committee, publishing the Diversity Calendar and Multicultural Update, assisting Penn State units in the implementation of the Framework to Foster Diversity at Penn State, and conducting institutional research on diversity-related topics at Penn State.

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Mike Blanco, Senior Diversity Planning Analyst
Equal Opportunity Planning Committee
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Barbara Welshofer, Senior Diversity Planning Analyst
Commission on Racial/Ethnic Diversity
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Diversity Commissions and Committees

Commission on Racial/Ethnic Diversity (CORED)
http://www.equity.psu.edu/cored

Contact Theresa Bonk, Co-Chair (tab19@psu.edu)
Contact Moses David, Co-Chair (mkd12@psu.edu)
The Commission on Racial/Ethnic Diversity (CORED) was appointed in 1989 as a University-wide advisory body to the President of Penn State in matters relating to racial and ethnic diversity. CORED also serves as a resource for all University departments and individuals seeking to improve Penn State's climate for diversity. The Commission is dedicated to enhancing the University's climate for diversity at all its locations in the Commonwealth.

Commission for Women (CFW)
http://www.equity.psu.edu/cfw

Contact Karin Foley, Chair (kef3@psu.edu)
Since 1981, the Commission for Women has identified areas of concern for the women employees and students of Penn State. It is a forum for exchanging ideas that can translate into improved practices to support women at Penn State. Its membership represents every employment category: faculty, exempt and non-exempt staff, technical service and administrative, as well as graduate and undergraduate students. The President appoints the members of the commission as an advisory group to recommend policies and programs to enhance the University's working and learning environments. Anyone can get involved in the commission's activities as an affiliate member.

Commission on Lesbian, Gay, Bisexual, and Transgender Equity (CLGBTE)
http://www.equity.psu.edu/clgbte

Contact Matthew Rupert, Chair (mcr9@psu.edu)
Created in 1991, the Commission on Lesbian, Gay, Bisexual, and Transgender Equity is an advisory group to the President. The purpose of the Commission is to improve the climate for diversity within Penn State and specifically to address issues affecting the welfare of lesbian, gay, bisexual, and transgender (LGBT) members of the University community.

The Equal Opportunity Planning Committee (EOPC)
http://www.equity.psu.edu/eopc

Contact: Mike Blanco (mhb4@psu.edu)
The mission of the Equal Opportunity Planning Committee (EOPC) is to promote greater equity for historically underrepresented groups within the University and/or those groups that have been historical targets of discrimination. EOPC was formed in 1983 as a response to a desegregation mandate issued by the U.S. Department of Education to all public institutions within the Commonwealth of Pennsylvania; further, EOPC is an outgrowth of Penn State's strategic planning goal to become "a caring University community that provides leadership for constructive participation in a diverse, multicultural world."
Milton S. Hershey Medical Center Diversity Initiatives

http://www.pennstatehershey.org/web/humanresources/diversity/overview/initiatives

Contact: Deborah C. Davis, D.S.W. (ddavis@hmc.psu.edu; 717-531-5605)
The Milton S. Hershey Medical Center has a variety of initiatives supporting diversity in education, research, patient care, community outreach and special events.