

**Division of Development and Alumni Relations  
Framework to Foster Diversity  
2010-2015**

**Executive Summary**

The following Strategic Planning and Reporting document represents the Division of Development and Alumni Relations plan for meeting six of the seven challenges set forth by the 2010-2015 Framework to Foster Diversity at Penn State (Challenge 5 falls outside of the reach of the Division). This plan builds on the success of the Division's 2004-2009 Framework to Foster Diversity, enhancing previous strategies and adding new ones with a greater focus on measurable outcomes. The Division endeavors to meet the following challenges:

1. Developing a shared and inclusive understanding of diversity.
2. Creating a welcoming campus climate.
3. Recruiting and retaining a diverse student body.
4. Recruiting and retaining a diverse workforce.
6. Diversifying University leadership and management.
7. Coordinating organizational change to support our diversity goals.

In all aspects of this Framework, the Division has chosen to adopt the proposed diversity definition from the University Faculty Senate:

*Diversity is a concept whereby individuals are recognized, accepted, valued, and embraced for their humanity and unique characteristics. These characteristics include, but are not limited to: age, condition of physical and mental ability, educational background, ethnicity, gender, geographic origin, marital status, parental status, race, sexual orientation, socioeconomic condition, work experience, and cultural, political, and spiritual belief, practice, and tradition.*

Along these lines, many of the enhancements focus on climate issues in the Division, which was identified as a need with regard to job status in the climate survey conducted in 2008. Another focus has been to increase the communication infrastructure to ensure division employees are informed about diversity policies, procedures, and initiatives. As has been the Division's practice in the last 5 years, specific diversity programming will continue to utilize various strategies such as a brown bag series and summer movie series, but will endeavor to explore new strategies such as a book discussion group, engaging alumni by inviting them to speak on diversity issues, and providing more variety in the times the sessions are offered. Conducting follow-up surveys will also become standard practice for all Division programs. The Climate Survey will also be repeated in the 2014-2015 year to assess the impact of the strategies outlined in the Division's Framework to Foster Diversity.

The Division of Development and Alumni Relations is enthusiastic about the potential we have—through appreciating and fostering diversity—to create new approaches, generate deeper intellectual capital, improve communication, establish cross-cultural understanding, attract new members, develop resources, and much more. Through the support given by the Senior Vice President of Development and Alumni Relations and the Executive Director of the Penn State Alumni Association, the DDAR Diversity Committee has made significant advances in understanding and knowing our constituency and responding to their needs in regards to diversity, and we look forward to continuing these efforts.

**Division of Development and Alumni Relations, 2009-2010 Diversity Committee Members:**

Chair, Jayson Jackson - Associate Director of Online Communications, PSAA  
Vice-Chair, Abigail Hopkins - Assistant Director of Stewardship, College of Agricultural Sciences  
Immediate Past-Chair, Liz King – Associate Director of Development, College of Arts & Architecture

Caran Aikens - Assistant Director of Development, College of Arts & Architecture  
Esther Benitez - Assistant to the Director of Leadership Gifts  
Elizabeth Berk - Development Officer, Penn State Hillel  
Jane Childs – Corporate and Foundation Analyst  
Simon Corby – Director of Development, Research and Graduate School  
Sarah Emel - Staff Assistant, Educational Equity & Undergraduate Education and Scholarships  
Jordan Ford – Assistant Director, Annual Giving  
Charlene Gaus – Regional Director, Volunteer Services, PSAA  
Marissa Graby-Hoover - Associate Director of Development, Penn State Harrisburg  
Beverly Grove - Director of Development, Penn State Great Valley  
Robin Guillard – Development Assistant, College of Engineering  
Wendy Jo Hartsock - Program Assistant, Alumni Events  
Dawn Hawkins - Administrative Support Assistant, PSAA  
Steve Hessmann - Director of Development and Alumni Relations, Penn State Shenango  
Ryan Jones - Senior Editor, The Penn Stater  
Karen McCulley – Development Assistant, Libraries  
Teresa McGowan – Coordinator, Student Alumni Programs (FastStart)  
Megan Miller – Production Manager, PSAA Membership  
Christina Muracco - Assistant Director of Development, University Libraries  
Patrick Scholl - Director of Business and Finance, PSAA  
Christine Spearly - Staff Assistant, Recruitment  
Mary Jane Stout – Program Planner, Alumni Travel and Education  
Lisa Temple – Human Resources Manager  
Ed Thompson –Director of Development, Educational Equity

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Planning				Reporting		
Goals	Action items/Description	Projected outcomes	Planned Completion Date	Status	Outcomes	Notes
<b>Challenge 1: Developing a Shared &amp; Inclusive Understanding of Diversity</b>						
<b>1. Increase awareness and understanding of the Division's Diversity Plan among staff members, volunteers, and students.</b>	<ul style="list-style-type: none"> <li>a. Organize diversity presentations at quarterly division meetings.</li> <li>b. Provide orientation on diversity initiatives for new employees.</li> <li>c. Ensure prospective and incoming students are exposed to diversity information.</li> </ul>	<ul style="list-style-type: none"> <li>a. At least one diversity presentation per year. Conduct a post-presentation survey via email to assess impact.</li> <li>b. 100% of new employees are introduced to the DDAR Diversity Plan. Send follow-up email to new employees with link to DDAR diversity plan, inform them of diversity committee's efforts, and invite their participation.</li> <li>c. Add five diversity-focused talking points to the Lion Ambassador tour scripts and explore other first-year experiences (i.e. FTCAP, Be a Part from the Start, Student Handbook, etc.) to include diversity information, such as the background of "We are Penn State."</li> </ul>	Ongoing			
<b>2. Increase awareness of diversity issues internally and community-wide.</b>	<ul style="list-style-type: none"> <li>a. Open programs to the larger Penn State community.</li> <li>b. Present diversity curricula at non-work hours.</li> <li>c. Develop template for successful use of format used at UP that could be used at campuses - share video library.</li> <li>d. Highlight programs that reflect diverse University groups at Development &amp; Alumni events (gospel choir, City Lights, etc.).</li> <li>e. Promote subscription to diversity list-serves.</li> <li>f. Provide brown-bag lunch series, summer movie series, and book club discussion groups. Set standards and promote non-University volunteer opportunities (i.e. Special Olympics) which can count toward diversity training.</li> </ul>	<ul style="list-style-type: none"> <li>a. Invite non-DDAR Diversity Committees at least twice per year and measure attendance at each event.</li> <li>b. Add one evening event per year.</li> <li>c. All campuses will have access to template.</li> <li>d. Create a diversity calendar for Launchpad and run pre- and post-event articles, potentially featuring quotes and input from attendees. Work with Alumni Travel Office to measure attendance at alumni events.</li> <li>e. One launchpad article per year on availability of diversity list-serves.</li> <li>f. By 2015, increase number of DDAR employees from 65% to 100% that meet the required minimum four hours of diversity training, as measured on the SRDP. Benchmark annually. Measure attendance at events and follow up with survey.</li> </ul>	Ongoing			
<b>3. Increase focus on lesser recognized diversity issues: i.e. veterans, socio-economic, disability, etc.</b>	<ul style="list-style-type: none"> <li>a. Invite guest speakers from lesser recognized diversity issues to present programming.</li> <li>b. Ensure lesser recognized diversity issues are included in LaunchPad articles.</li> </ul>	<ul style="list-style-type: none"> <li>a. Have at least one presenter per year.</li> <li>b. Have at least one Launchpad article on a lesser recognized diversity issue.</li> </ul>	Ongoing			
<b>4. Engage Alumni to share their insights and experiences of diversity issues.</b>	Invite alumni guest speakers on various issues (i.e. Vietnam vet, LGBT, etc.) followed by question and answer session.	Have at least one presenter per year.	Ongoing			

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<b>5. Develop communications strategies for dissemination of diversity-related events and information.</b>	Create a communications sub-committee from the committee to disseminate diversity materials via various outlets (i.e. Launchpad, Director's meetings, FTCAP, emails, etc.).	Implement checklist and timeline for communicating diversity events.	Ongoing			
<b>Challenge 2: Creating a Welcoming Campus Climate</b>						
<b>1. Increase respect and collegiality.</b>	<ul style="list-style-type: none"> <li>a. Schedule activities to allow newcomers to get to know others and help them feel welcome.</li> <li>b. Offer a division "buddy" to all newcomers for a 3-month period.</li> <li>c. Conduct annual retreat to focus on team-building.</li> <li>d. Encourage committee participation as a way to advance teamwork; for new employees, address the importance of the climate survey.</li> <li>e. Create structured social time to promote DDAR interaction.</li> <li>f. Attendee list monitoring.</li> <li>g. Survey follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>a. Schedule time before each division meeting for new employees to interact.</li> <li>b. Higher employee satisfaction and retention among new employees as measured on the climate survey.</li> <li>c. In addition to OUD and PSAA retreats, hold one division-wide retreat every other year.</li> <li>d. 75% of division employees will participate on at least one committee or Task Force for Improvement by 2015.</li> <li>e. At least two post-event receptions after Division Quarterly meetings.</li> <li>f. Attendee lists for DDAR endorsed events/activities will be maintained by the Diversity Committee's HR representative.</li> <li>g. At the end of the fiscal year, survey DDAR for participation and suggestions.</li> </ul>	Ongoing			
<b>2. Develop programs that welcome diverse constituents to events.</b>	<ul style="list-style-type: none"> <li>a. Promote inclusive practices for DDAR-sponsored events.</li> <li>b. Provide programming to increase involvement of diverse population - research Syracuse "Coming Back Together" program as an example.</li> <li>c. Sponsor &amp; support campus activities/events that contribute to a diverse &amp; inclusive campus climate.</li> </ul>	<ul style="list-style-type: none"> <li>a. Evaluate invitation lists, locations, foods, entertainment.</li> <li>b. Increase diverse constituent participation as measured by RSVPs for events.</li> <li>c. Review and endorse campus activities/events at all 24 campus locations.</li> </ul>	Ongoing			

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<b>Challenge 3: Recruiting and Retaining a Diverse Student Body</b>						
<b>1. Raise total of \$100 million for Trustee Scholarships.</b>	a. Development officers should promote Trustee Scholarship opportunities to prospective donors.	Secure remaining \$38 million to support a more socioeconomically diverse undergraduate student body. Biannually meet with OUD staff to assess progress and determine any further action.	2014			
<b>2. Increase diversity-related scholarships</b>	a. Provide staff training on the policies and procedures associated with diversity scholarships.	a. Coordinate one training per year on diversity scholarships and procedures. Training shall include data from financial aid related to student success, scholarship aid, and underrepresented populations. Also meet with OUD staff to determine best practices for securing scholarships for underrepresented students to include in training.	Ongoing			
<b>3. Continue to raise awareness about FastStart</b>	a. Strategically market FastStart, a mentoring program that pairs Penn State students from underrepresented groups with alumni. b. Continue to grow faculty/staff and alumni mentor participation to better partner with student participants. c. Continue to grow student participation, first-year and upperclassmen: sophomore and change of assignment juniors. d. Continue to establish, and support, FastStart programs at the campus locations. Currently at Penn State Altoona and Penn State Behrend.	a. Penn State Magazine; Professional Networks, AIG's, etc., invite FastStart staff to bimonthly meeting to share success as well as DAR meetings to create partnerships b. Connections made through current mentors; Professional Networks; AIG's; University Administrators; Listserves; Newswires, etc. Achieve retention among Fast Start students higher than general student population. c. First-year participation remains high, will work with partners around campus to attract interested sophomore students to program and change of assignment students. d. Identify additional campus locations with high number of diverse students – Greater Allegheny, Abington, Schuylkill, etc.	Ongoing			
<b>4. Systematically encourage Alumni Chapters &amp; Interest Groups to become involved with related student interest groups.</b>	a. Hold regular networking/meeting events for current students. b. Support Chapters and AIGs in holding Freshman send-offs. c. Attend senior send-offs at University Park and local campuses.	a. Increase alumni awareness of current student issues/challenges regarding diversity. Provide a resource for students regarding current market trends involving diversity initiatives/climate. Include student diversity criteria in alumni group awards. b. Create a welcoming climate for students before they take their first class. Ensure Blue and White Society participation in involvement fairs at UP and any campus where it is appropriate. c. Demonstrate to students the diversity of opportunities they have to get involved and stay connected to the University after graduation.	Ongoing			

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<b>Challenge 4: Recruiting and Retaining a Diverse Workforce</b>						
<b>1. Increase diverse candidates in applicant vacancy pool.</b>	<ul style="list-style-type: none"> <li>a. Employ the expertise of the Office of Human Resources in helping to spread the word about specific job vacancies.</li> <li>b. Use the Association's own job posting service and other electronic media including internal lists and contacts.</li> <li>c. Cultivate potential staff members from student and staff pools, paying special attention to strategic populations.</li> <li>d. Explore the feasibility of advertising Executive, Administrative, and Managerial positions to broader audiences to attract candidates from national advancement pool (Pittsburgh, Philadelphia, and New York newspapers; Chronicles of Philanthropy or Higher Education).</li> </ul>	<ul style="list-style-type: none"> <li>a. Increase the percentage of minorities in the division to reflect the national average of 5.8% according CASE (Council for the Advancement and Support of Education)</li> <li>b. Maintain at least 60% of women representation within the division</li> </ul>	2014			
<b>2. Offer internship and work-study opportunities to underrepresented students.</b>	<ul style="list-style-type: none"> <li>a. Continue internship program.</li> <li>b. Create opportunities for qualified candidates, not hired for diversity internship, to possibly find internships within our Division, outside of the diversity internship.</li> </ul>	<ul style="list-style-type: none"> <li>a. Hire 2 diverse interns each semester.</li> <li>b. Increase diverse candidates in applicant pool for other division internships/work study positions. Have at least one diverse intern in summer OUD program.</li> </ul>	Ongoing			

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<b>3. Refine current exit interview system to incorporate questions that address climate and ensure that all employees who are leaving the Division have an opportunity to participate.</b>	a. Quarterly report on climate question from Division HR representatives to review and analyze. b. Use Brown Bags and November Quarterly to address issues.	a. Strive to give 100% of the staff members terminating from Penn State the opportunity to participate in the exit interview process. b. Strive towards 75% participation of staff members in the exit interview process.	Ongoing			
<b>4. Improve retention of diverse workforce</b>	Use an improved campus climate to retain diverse workforce	Retention of diverse employees will be equal to or greater than overall workforce in DDAR.	Ongoing			
<b>Challenge 6: Diversifying University Leadership and Management</b>						
<b>1. Ensure that search committees for leadership positions require expertise in fostering a diverse, inclusive and equitable environment as a particularly desirable characteristic for leaders and that all appropriate efforts are made to ensure a diverse candidate pool.</b>	a. Require that an HR representative meet with each search committee at the beginning of the search process to allow questions and ensure that proper hiring policies are followed with an emphasis on questions related to diversity issues. b. When finalists have been selected from the candidate pool, search committee chairs will contact the division HR representative to determine if any candidates are of diverse backgrounds and follow Affirmative Action guidelines as they move forward.	a. Achieve a participation rate of 75% by DDAR HR in overall number of the initial meetings of all division hiring selection committees for director level positions. The HR representative will provide the appropriate diversity related reference check questions to the chair of the search committee. b. All of search committee chairs will involve the HR Representative in the hiring process to determine if any of the candidates have diverse backgrounds.	Ongoing			
<b>2. Expand the internal pipeline for leadership positions by increasing the overall diversity of the workforce</b>	Recruit and retain a diverse workforce by implementing the action items of Challenge 4.	Increased diversity in leadership positions (Senior Staff Directors and above) beyond 2009 levels.	2015			
<b>3. Promote diverse composition of volunteer leadership teams.</b>	a. Increase the number of women serving on unit and central program campaign committees. b. Ensure that Alumni Association Executive Board and Alumni Council are composed of alumni of color (based on the four federally defined classifications) in a proportion that is well ahead of the student body and that both are balanced in terms of gender, age, sexual orientation, disability, religious affiliation, and geographic diversity.	a. Increase female representation on campaign committees from 165 to 200. b. Continue maintaining the current diversity of the Alumni Association Executive Board and Alumni Council and increase the representation of Native American and Latino/a candidates for the Alumni Council election ballot.	2014 Ongoing			

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<b>Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals</b>						
<b>1. Obtain and allocate resources for diversity initiatives.</b>	a. The Senior Vice President of Development and Alumni Relations will establish a \$50,000 Diversity Incentive Fund. b. Solicit major gifts (\$50,000 and above) for diversity related initiatives/programs.	a. Use an average of \$10,000/year to meet the objectives of the Framework to Foster Diversity. b. By 2015, establish at least 75 endowments (15/year) that support diversity related initiatives, in addition to Trustee Scholarships.	Ongoing			
<b>2. Increase collaboration of individuals and units who support the realization of diversity goals.</b>	a. Communicate the meaning of "diversity" to the campaign chairs. b. Ensure that the FERPA guidelines are communicated internally and externally to all DDAR partners and adhered to by all agents acting on behalf of the University and DDAR. c. Ensure campus representation in the DDAR Diversity Committee.	a. All campaign chairs will receive a copy of the DDAR Framework to Foster Diversity and the Mid-Progress Report. b. All available scholarships and other private funds are administered by alumni affiliate groups and other agents in accordance with FERPA. c. Minimum of 3 campus representatives.	Ongoing			
<b>3. Amplify the synergies between general planning and diversity planning.</b>	a. A representative from the Diversity Committee should participate in the DDAR strategic plan meetings to focus specifically on diversity-related topics.	a. By 2011, 1 PSAA and 1 OUD Diversity Committee member will participate in the strategic planning process to ensure the next strategic plan includes diversity initiatives.	2012			