



THE COLLEGE OF TECHNOLOGY

# A FIVE-YEAR PLAN FOR DIVERSITY: EQUITY, INCLUSION & ADVOCACY

2012-2017

**PURDUE**  
UNIVERSITY

DRAFT 6.0

OCTOBER 15, 2012

## ACKNOWLEDGEMENTS



This document is the culmination of the work of myriad individuals, primarily members of the Technology Diversity Committee and Technology Diversity Coordinators at the end of the spring 2012 academic period. It is considered a starting point for the important work that these committees have undertaken. Collectively it is our desire to see the College of Technology change for the betterment of the faculty, staff and students, enabling us to better face the grand challenges of the state of Indiana, the nation, and the world.

The development of this plan was undertaken to set forth the direction of the work of these committees and the college as a whole over the next five years as it regards our diversity endeavors. While there are many people who have collaborated to create this document, specific recognition is given the following individuals for their participation in the diversity planning activities:

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## 1.0 INTRODUCTION



One of the greatest challenges facing colleges and universities today involves creating and maintaining a campus community that reflects the rich diversity of this country. Diversity is a core value because it:

- Enriches the educational experience by providing students with the opportunity to learn from individuals who differ from them.
- Promotes personal growth and a healthy society by challenging stereotyped preconceptions, encouraging critical thinking, and helping students learn to communicate effectively with people of varied backgrounds.
- Strengthens communities and the workplace by preparing students for citizenship in an increasingly complex, pluralistic society and fostering mutual respect and teamwork.
- Enhances the country's economic competitiveness by effectively developing and using the talents of all citizens.

As the college moves from Good to Great it is important that diversity and inclusivity become a core value and that we promote, creating an environment where we all feel valued, safe, and enriched. Inclusivity is the proactive and persistent efforts we undertake to ensure that all members of the university community feel welcome and supported.

## 2.0 OUR STATEMENT ON DIVERSITY

The term diversity is oft used as the means to summarily define organizational efforts to strive for greater inclusivity. Within the College of Technology, we acknowledge:

*Diversity in the College of Technology includes any variable that makes one human being different from another. These characteristics may be physiological differences (such as race, color, sex, age, genetics, sexual orientation, gender identity, or disability), group or social differences (such as origin of ancestry, marital status, parental status, religion, gender expression, status as a veteran), individual differences (such as personality, learning style, or life experiences), positional differences (such as administrator, faculty, staff, or student) or variables that cross multiple categories.*

While this statement is not meant to supersede nor conflict with the university's statement of diversity, it is meant to show that our consideration of diversity, while often measured through specific characteristics of interest to the university, includes all human variance.



### 3.0 OUR VALUES

An institutional statement on diversity acknowledges both the obvious and subtle differences amongst humans that are valued, but it does not address the means by which their value is evidenced:

*Within the College of Technology, our primary measures of the value of diversity are equity, inclusion and advocacy. Equity is the degree to which access and participation opportunities are provided to all people. Inclusion is the active, intentional, purposeful and unending focus of engaging all people, at every level within the college. Advocacy is sponsoring; more than mentoring it is consciously preparing people from all groups for positions of influence and decision making.*

### 4.0 OUR PURPOSE

Diversity and inclusivity are core values that guide our behaviors and actions every day. We believe that enhancing the success of all students, faculty and staff depends on collaboratively pursuing best practices in diversity and inclusion alongside our efforts to support academic excellence.

*Our purpose for desiring a diverse environment is quite simple. Innovation comes from ideas. To solve the grand challenges facing our state, nation and world demands innovative ideas, and lots of them. To this end, the more inclusive an organization is in welcoming people to share their ideas, the more ideas there are, and, the more innovative an organization can be. Inclusivity spawns new ideas, innovation, and growth. The grand challenges facing us cannot be solved by isolated, homogenous groups.*

## 5.0 THE STRUCTURE OF THIS PLAN



This plan focuses on three major goals: communications and climate, representation of students and faculty and staff, and administration and structure, as shown in figure 1.

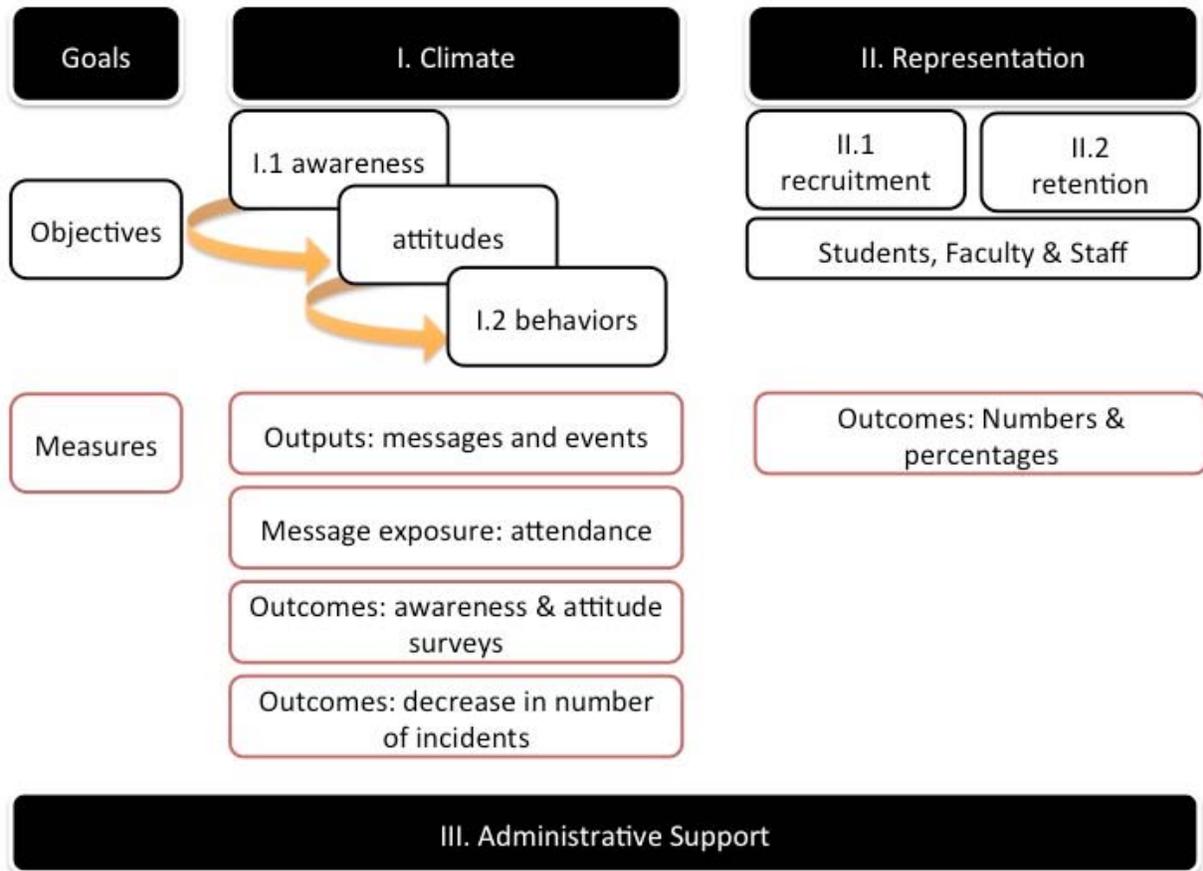


Figure 1. Structure of this strategic plan.

## 6.0 GOAL I: COMMUNICATIONS AND CLIMATE

Given our statement on diversity, our values, and our purpose, the college aims to communicate and embed these statements throughout the core of its activities through the following objectives and actions. We must increase understanding of what we mean by diversity and why it is a core value in our college. Increased awareness of diversity will lead to changes in attitudes and behaviors, and ultimately will help create an inclusive climate.

While the climate in the college has moderately improved over the last decade, we acknowledge that there is much room for improvement. We believe that changing the climate in the college, while likely one of the most difficult things to affect, is key to meeting all other objectives. To change the environment in the college requires the support of administrators, but must be led by the faculty, staff and students. Rewards should be structured for desired routines or behaviors. The following objective and associated actions are aimed at affecting the climate within the college.

**Objective 1. Increase awareness of diversity issues among students, faculty and staff in the College of Technology.**

**Strategy 1.a. Communicate the importance of diversity continuously and constantly.**

*Action 1.a.1.* Ensure that the CoT brand and our communications highlight the value of diversity in the college and our successes.

*Owner: Director of Communications*

*Action 1.a.2.* Create a diversity dashboard that provides easy access to common diversity metrics for all constituents.

*Owner: Data Manager*

*Action 1.a.3.* Include a more prominent section on diversity within the college's web site.

*Owner: Director of Communications*

*Action 1.a.4.* Include college and university diversity events within the college's master calendar of events.

*Owner: Dean*

*Action 1.a.5.* Include a segment on diversity in one dean's forum, in departmental faculty meetings, and in departmental retreats.

*Owner: Dean & Department Heads*

*Action 1.a.6.* Create a symbol or logo to be used by diversity champions within the college (such as a lapel pin, broach and/or sticker).

*Owner: Director of Diversity, Director of Communications*



*Action 1.a.7.* Develop a quarterly diversity publication (electronic) that communicates the activities and successes of the college.

*Owner: Director of Diversity, Director of Communication*

*Action 1.a.8.* Engage student organizations within the college to assist in fostering climate change.

*Owner: Director of Diversity, Diversity Coordinators*

*Action 1.a.9.* Establish an official diversity ombudsmen within the college; someone in whom faculty, staff and students can confide.

*Owner: Director of Diversity*

*Action 1.a.10.* Create a series of educational videos that addresses diversity issues in the college; include material on microinequity and microinequality.

*Owner: Diversity Committee Member*

**Strategy 1.b: Host periodic events and workshops about diversity issues.**

*Action 1.b.1.* Conduct at least one diversity workshop for faculty and staff per year.

*Owner: Diversity Committee Member*

*Action 1.b.2.* Conduct at least one diversity workshop for deans and department heads per year.

*Owner: Diversity Committee Member*

*Action 1.b.3.* Conduct quarterly diversity brownbag sessions for general discussions on the topic of diversity.

*Action 1.b.4.* Include a session on diversity in the CoT New Faculty Orientation.

*Owner: Associate Dean of Academic Affairs & Diversity*

**Strategy 1.c: Integrate communication about diversity values in the curriculum.**

*Action 1.c.1.* Create a list of best practices for diversity in the classroom; create a library of pedagogical ideas that integrate diversity principles.

*Owner: Diversity Committee Member*

*Action 1.c.2.* Ensure that the college core and each departmental gateway course addresses diversity, equity, inclusion and advocacy.

*Owner: Associate Dean of Academic Affairs & Diversity*



*Action 1.c.3.* Ensure that the Curriculum 2014 Task Force includes diversity in their consideration of new and revised curricula.

*Owner: Associate Dean of Academic Affairs & Diversity*

*Action 1.c.4.* Include topics of diversity and inclusion in graduate entry points: new graduate student orientation, gateway graduate courses, core graduate courses (MET 527, TECH 601, & TECH 646).

*Owner: Associate Dean of Academic Affairs & Diversity*

*Action 1.c.5.* Develop a diversity statement to be included in all syllabi in the college; such a statement should also include the anonymous reporting mechanism.

*Owner: Associate Dean of Academic Affairs & Diversity*

### **Objective 1 Assessment**

- **Outputs:** Keep track of number of events and messages.
- **Message exposure:** Keep counts of attendance to events, number of copies distributed, page views, etc.
- **Outcomes:** Measure awareness and attitude change with surveys

### **Objective 2. Change behaviors related to diversity issues among students, faculty and staff in the College of Technology.**

#### **Strategy 2.a: Structure or create reward mechanisms within the college to foster behavior change.**

*Action 2.a.1.* Create an annual student award, staff award, and faculty award for significant diversity endeavor or impact.

*Owner: Associate Dean of Academic Affairs & Diversity*

*Action 2.a.2.* Place greater emphasis on diversity efforts within the merit evaluation process.

*Owner: Dean & Department Heads*

*Action 2.a.3.* Provide one-quarter release time for a faculty diversity champion in each department who will focus on departmental diversity initiatives.

*Owner: Department Heads*

### **Objective 2 Assessment**

- **Outcomes:** Decrease in number of incidents reported to the ombudsman.

## 6. GOAL II: STUDENT AND FACULTY REPRESENTATION

We recognize the importance of educating students to live and work in an increasingly diverse society. Studies on cognitive development show critical thinking, problem-solving capacities, and cognitive complexity increase for all students exposed to diversity on campus and in the classroom. The presence of diverse students enhances the educational experiences of all students, leading to the broadening of perspectives, increased exposure to alternative viewpoints, and more complex discussions and analysis. Thus recruiting a diverse student population is paramount.

Yet, diversity of the student body must be mirrored in the faculty. Our college has focused on increasing the number of women and minority faculty, staff and administrators. While we must continue to focus on recruiting, we must also focus on mentoring and climate.

### **Objective 3. Recruit diverse populations of students.**

#### **Strategy 3.a: Take proactive steps to increase the attractiveness of our programs to a diverse population of students.**

*Action 3.a.1.* Continue to increase scholarships dedicated to recruiting diverse students.

*Owner: Dean, Director of Advancement, Director of Diversity, Associate Dean of Academic Affairs & Diversity*

*Action 3.a.2.* Continue the centralized CoT recruiting programs (WowIt, DoIT, ClaimIT, Vision, Tags, Team, Total, & Navy ROTC).

*Owner: Director of Diversity*

*Action 3.a.3.* Continue the centralized Academic Boot Camp.

*Owner: Director of Diversity*

*Action 3.a.4.* Require each department to develop one purposeful relationship with a diverse high school for the purpose of undergraduate recruiting.

*Owner: Department Heads*

*Action 3.a.5.* Require each department to develop one purposeful relationship with an HBCU and HSI institution for the purpose of graduate recruiting.

*Owner: Department Heads*

### **Objective 3 Assessment**

- **Outcomes:** Number and percentage of minority and underrepresented students who apply and matriculation to programs in the College of Technology.

### **Objective 4. Recruit diverse populations of faculty and staff.**

#### **Strategy 4.a: Take proactive steps to increase the diversity of faculty and staff.**

*Action 4.a.1.* Continue to target diversity publications and organizations for job postings.

*Owner: Dean & Department Heads*

*Action 4.a.2.* Continue to pursue opportunity hires focused on diverse candidates.

*Owner: Dean & Department Heads*

*Action 4.a.3.* Continue to review hiring pools to verify diversity of the pool.

*Owner: Dean*

*Action 4.a.4.* Develop customized materials for recruiting faculty and staff (cultural sources within the community; places to shop for ethnic foods, places to have hair cut, etc.).

*Owner: Diversity Committee Member*

### **Objective 4 Assessment**

- **Outcomes:** Number and percentage of women and underrepresented minority faculty and staff who work in the College of Technology

### **Objective 5. Retain diverse populations of students.**

#### **Strategy 5.a: Take proactive steps to retain the women and underrepresented minority students.**

*Action 5.a.1.* Create a list of best practices for diversity retention strategies.

*Owner: Diversity Coordinator*

*Action 5.a.2.* Require each department to have a tutoring program.

*Owner: Department Heads*

*Action 5.a.3.* Ensure that every department has a discipline-based learning community.

*Owner: Associate Dean of Academic Affairs & Diversity*

*Action 5.a.4.* Develop an international student organization similar to WIT and MTA.

*Owner: Office of Academic Affairs & Diversity*

*Action 5.a.5.* Continue offering TECH 100 and TECH 101.

*Owner: Director of Diversity*

*Action 5.a.6.* Create a plan to extend the academic recovery program into every department.

*Owner: Director of Diversity, Academic Advisors*

*Action 5.a.7.* Require each department to have a mentoring program.

*Owner: Department Heads*

*Action 5.a.8.* Develop a college-wide student success plan across all four years.

*Owner: Director of Diversity & Diversity Coordinators*

*Action 5.a.9.* Strategically place faculty in first and second year courses; purposely diversify the faculty teaching at these levels.

*Owner: Department Heads*

*Action 5.a.10.* Create a best practices list for inclusion of growing international student population.

*Owner: Diversity Committee*

### **Objective 5 Assessment**

- **Outcomes:** Retention rate of minority and underrepresented students.

### **Objective 6. Retain diverse populations of faculty and staff.**

#### **Strategy 6.a: Take proactive steps to retain the women and underrepresented minority faculty and staff.**

*Action 6.a.1.* Develop an exit survey for employees that decide to leave the college; capture information on why people leave.

*Owner: Director of Operations*

*Action 6.a.2.* Provide training opportunities for all faculty and staff on mentoring and sponsorship.

*Owner: Department Heads*

*Action 6.a.3.* Create a list of best practices for mentoring and sponsorship.

*Owner: Diversity Committee Member*

*Action 6.a.4.* Require mentoring plans of all departments and hold departments accountable for their use.

*Owner: Dean*

### **Objective 6 Assessment**

- **Outcomes:** Retention rate of minority and underrepresented faculty and staff.

## **7.0 GOAL IV: ADMINISTRATION AND STRUCTURE**

One of the four primary foci of our dean is diversity and inclusivity. Imperative to the success of any college-level plan is the active support of both administrators and the structure of the unit. The following objective and actions acknowledge administrative and structural elements important to the execution of this plan's objectives.

### **Objective 7. Provide administrative structures that continue to support the diversity activities within the College of Technology.**

#### **Strategy 7.a: Create administrative structures that support this strategic plan.**

*Action 7.a.1.* Continue to set aside gift funds for diversity to support summer camps and other endeavors of the Diversity Office in the college.

*Owner: Dean*

*Action 7.a.2.* Continue to engage the Director of Diversity in all upper-level meetings (cabinet, strategy, strategic planning, etc.).

*Owner: Dean*

*Action 7.a.3.* Establish a separate, centrally funded diversity budget to be managed by the Director of Diversity.

*Owner: Dean*

## Objective 7 Assessment

- **Outputs:** Fluctuation rates of diversity budget across time.