

PENNSSTATE



Applied Research Laboratory
The Pennsylvania State University

Strategic Plan for Diversity 2004-2009

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Applied Research Laboratory
The Pennsylvania State University

**Applied Research Laboratory/Penn State
Strategic Plan for Diversity
2004-2009**

EXECUTIVE SUMMARY

As a leading research organization for defense applications, the Applied Research Laboratory needs to tap the creativity and perspective of a diverse workforce in order to continue our success. The science and technology community does not reflect, in general, the demographics of our society. In addition, the numbers and availability of qualified U.S. students that are entering the science and technology workforce is in decline.

The segment of our population represented by women and underrepresented groups must be encouraged to enter the science and technology fields if the U.S. is to maintain its technological preeminence in the future. We at ARL are striving to do our part to help interested members of that diversity workforce make the transition from undergraduate studies in science and engineering fields to graduate level programs and subsequent employment in the technology programs critical to our nation's defense.

**EDWARD G. LISZKA
DIRECTOR, APPLIED RESEARCH LABORATORY**

Applied Research Laboratory/Penn State Strategic Plan for Diversity 2004-2009

OUR MISSION

As a university center of research and development excellence in naval science and technology, with preeminence in undersea systems, the Applied Research Laboratory provides technical innovations and solutions to real-world problems in national security, economic competitiveness and quality of life.

OUR VISION

To be the preeminent laboratory in the discovery, development, and deployment of innovative technologies for the mutual benefit of its stakeholders – the Navy, the University, and the public-at-large.

DIVERSITY DEFINITION

ARL is committed to creating an inclusive work environment which values and strengthens the individual contributions of its faculty, staff, and students of different races, ethnicity, culture, sex, gender, ability, religion, sexual orientation, citizenship, and veteran status.

MAIN GOALS

- Broaden the diversity of the workforce in faculty, staff, and student ranks
- Enhance partnership relationships with Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MSIs)
- Promote sensitivity towards cultural, professional, and personal diversity
- Maintain an inclusive work environment which challenges every member of the workforce
- Strengthen the talents and capabilities of all employees

CAMPUS CLIMATE AND INTERGROUP RELATIONS

1. Developing a Shared and Inclusive Understanding of Diversity

Goal: Improve the effectiveness of communicating the Laboratory's commitment to diversity

Strategies:

- Enhance the diversity web site for use as a lab-wide communication tool
- Feature pertinent diversity news of interest in the ARL Newsletter
- Provide diversity reports at each management and staff meeting
- Conduct a yearly questionnaire to assess the effectiveness of diversity communication within the Laboratory
- Utilize the Diversity Committee to develop and implement diversity programming to educate the Laboratory community on diversity issues and objectives
- Enhance and promote the use of library materials on diversity
- Promote multi-cultural understanding through special programs and events

Measures:

- Analyze data and reports provided by the web site coordinator, Office heads, Office of Human Resources, Office for Diversity, Business Office, and the Diversity Committee
- Analyze employee comments gathered in questionnaires, surveys, and comment box
- Analyze employee participation and volunteerism to support programming efforts

Indicators:

- Satisfactory approval ratings on evaluation instruments and climate surveys from 70% of respondents
- Quarterly cultural events, activities, and diversity programs
- Revisions/additions to website; number of hits on web page
- New purchases for library; circulation of materials
- Diversity column in monthly newsletters
- Minimum of ten presentations at managers meetings

2. Creating a Welcoming Campus Climate

Goal: Build a work and learning environment that is inclusive, respectful of differences and welcoming to all

Strategies:

- Re-establish the in-house orientation program for new employees; augment with PSU's orientation program
- Strengthen the orientation program for visiting professors and student interns
- Improve mentoring opportunities for women and underrepresented populations
- Provide awareness training for faculty, staff, and students as deemed appropriate by the diversity committee
- Provide "family friendly" work schedules and alternative work arrangements for women
- Strengthen collaborative ties with university units; co-sponsor events
- Foster an environment that supports collaborative and interdisciplinary research both physically and intellectually
- Expand activities which promote employee interaction and understanding of cultural differences
- Continue to offer diversity fellowships and assistantships to persons who pursue higher education degrees
- Conduct a climate assessment every five years

Measures:

- Analyze data and reports provided by the Training Coordinator, Office heads, Office of Human Resources, Office for Diversity, and the Diversity Committee
- Analyze program evaluation forms
- Analyze discussions held with staff and program coordinators at brown bag luncheons or in similar settings

Indicators:

- Quarterly orientation sessions, published materials, partnership agreements, cultural activities and programs, collaborative research projects, established mentors, flexible work arrangements
- Satisfaction rating in the good to excellent range on evaluation instruments for 70% of participants
- Number of requests for repeat programs and events

ACCESS AND SUCCESS

3. Recruiting and Retaining a Diverse Student Body

Goal: Enhance recruiting and retention of a diverse student body

Strategies:

- Utilize multicultural career fairs, trade fairs, conference events, web site tools, recruitment visits, and personal contacts to locate potential graduate students
- Increase the number of recruitment presentations to underrepresented student organizations at Penn State and at other college campuses
- Continue research partnerships with Historically Black Colleges and Universities (HBCUs), and Minority Serving Institutions (MSIs) which provides candidates for internship and full time employment opportunities
- Continue the Summer Faculty Research Program; secure collaborative research funds
- Continue to offer co-ops, honors, and graduate programs which attract students from underrepresented groups
- Increase the number of lab tours/programs for junior high and high school students
- Establish annual programs in area junior and senior high schools to promote science and engineering
- Host open house events and seminars for Penn State students in engineering and science disciplines
- Strengthen campus-community partnerships
- Team with professional societies to provide K-12 education in science and engineering

Measures:

- Analyze data and reports from the Office of Human Resources, Diversity Committee, Diversity Office, Business Office, Contracts and Proposals, and diversity program managers
- Analyze exit interviews held with students and mentors
- Benchmark underrepresented groups attainment of graduate degrees in fields of interest to ARL

Indicators:

- Increases in partnership opportunities, research grants/funding, K-12 student programs, outreach/recruitment activities, job offerings, and student attendance at presentations
- Fill 90% vacancies for internships, coops and wage positions

4. Recruiting and Retaining a Diverse Workforce

Goal: Enhance recruiting and retention of underrepresented faculty, staff, and administrators

Strategies:

- Restructure the recruiting and hiring procedures policy to encourage consistent application of sound recruiting practices which are in line with university goals
- Utilize multicultural career fairs, trade fairs, conference events, web site tools, advertisements, recruitment visits, personal contacts, Penn State recruitment programs, and the Office of Human Resources employment services to locate potential laboratory employees
- Increase the number of underrepresented individuals in professional positions in the Laboratory
- Strengthen research partnerships, consortia, and bridge programs which provide candidates for employment
- Continue to collaborate with agencies and boards to locate positions for underrepresented groups and persons with disabilities
- Implement the use of a newly created web site resume bank
- Continue to financially support laboratory employees who pursue higher education degrees at Penn State
- Enhance mentoring opportunities
- Utilize the services of Minority Program Directors at various schools and within government agencies
- Establish the use of exit interviews
- Continue to offer policies/programs in support of family needs
- Encourage succession planning within units
- Encourage broader participation in HRDC leadership & management trainee programs

Measures:

- Analyze data and reports from the Office of Human Resources, Diversity Committee, Diversity Office, Business Office, Contracts and Proposals Office, unit heads, and diversity program managers
- Analyze exit interviews for all vacated positions
- Analyze program evaluation forms and questionnaires
- Benchmark hiring through NSF and professional societies

Indicators:

- Implementation of new policies, programs, exit interviews,
- Budgeted funding for new hires, programs, education, outreach
- Renewed partnerships, contacts, memberships
- Increase in leadership by succession

EDUCATION AND SCHOLARSHIP

5. Developing a Curriculum That Fosters Intercultural and International Competencies

Goal: Enrich the educational experience of Penn State students by integrating diversity into the curriculum

Strategies:

- Increase multi-cultural understanding of applied research through distance education and in-house courses and seminars
- Continue offering dual faculty appointments with the College of Engineering and other academic units
- Continue to offer course content which enhances the learning of cultural differences and international standards
- Foster a climate of cultural understanding when fulfilling sponsored research contractual obligations
- Expand opportunities to conduct research projects with clients from various cultural backgrounds and experiences
- Expand opportunities for faculty who engage in student-centered activities where diversity in learning is encouraged
- Continue to support faculty and graduate students whose research involves issues of diversity

Measures:

- Analyze course evaluation forms available to faculty
- Analyze research client's response to service forms
- Observe interactions of students with research clients, faculty, and peers from diverse backgrounds
- Analyze questionnaires and surveys

Indicators:

- Satisfactory rating on course evaluations
- Satisfactory rating from sponsors/customers
- Budgeted funds to support faculty, staff teaching assignments
- Budgeted funds to support in-house programs and seminars
- Budgeted funds for graduate study related to diversity

INSTITUTIONAL VIABILITY AND VITALITY

6: Diversifying University Leadership and Management

Goal: Establish a leadership team that reflects society's diversity

Strategies:

- Continue financial support for underrepresented faculty and staff attendance in leadership training classes, seminars, and conference workshops
- Continue to support underrepresented faculty, staff and student leadership on ARL and university committees
- Continue to promote women and underrepresented individuals into positions as department heads or principle investigators
- Continue to promote women and underrepresented individuals to positions of leadership in the staff and technical ranks
- Financially support in-house professional development training programs
- Establish an Administrative Fellows position in the Office of the Director
- Recruit members of underrepresented groups to fill high level management vacancies
- Utilize the President's Opportunity Fund or similar programs to financially support the hiring of underrepresented individuals into leadership positions
- Appoint members from underrepresented groups to assist with strategic and operational planning of laboratory goals
- Develop a succession and mentoring plan for all ARL divisions

Measures:

- Track attendance in developmental programs
- Track budgets used for professional development activities
- Track leadership service on university committees and within the community

Indicators:

- Budgeted funds to support wages for promotions and new hires
- Budgeted funds to support professional development opportunities, mentoring programs, and administrative & diversity fellowships
- Increase in number of underrepresented persons in leadership roles
- Underrepresented members on strategic planning committees

7: Coordinating Organizational Change to Support Our Diversity Goals

Goals: Institute systems and structures to assure vital and visible support for diversity initiatives

Strategies:

- Continue to financially support activities and programs devoted to diversity and outreach
- Continue to financially support two diversity specialist on staff
- Continue to support the staffing of the Diversity Committee and the programs it recommends
- Continue to financially support programs which attract faculty, staff, and students from underrepresented groups to the Laboratory
- Fully establish and promote the work of the Office of Diversity
- Utilize the newly hired Human Resources Director to implement new programming to enhance employee skills and abilities
- Continue to seek external funding from organizations/groups which support diversity programming
- Expand interdisciplinary research and partnership opportunities to include other campus units as well as Historically Black Colleges(HBCUs) and Minority Serving Institutions (MSIs)
- Implement policies and procedures to insure the diversity of the candidate pool for vacancies
- Continue the use of search committees composed of a diverse group of employees
- Representation on the Dean's Diversity Council for Research and Graduate School

Measures:

- Analyze budget expenditures
- Analyze data and reports from the Office of Human Resources, Office of Diversity, the Diversity Committee, units heads, faculty and staff

Indicators:

- Budgeted funds to support new hires, outreach, and partnership activities
- Budgeted funds to support diversity staff, diversity committee initiatives
- Secured grant awards and co-sponsored contracts
- Diverse makeup of search committees, planning teams