



Clarion University of Pennsylvania Strategic Equity Diversity Plan

Clarion University Statement on Diversity and Equity

In keeping with its mission and core values, Clarion University reaffirms its commitment to diversity and equity as integral parts of educational excellence and civic engagement.

Clarion University and its members embrace their responsibility to cultivate and sustain an academic community that is characterized by a mutual understanding of a shared sense of purpose, commitment to core values, and respect for a diversity of cultures, perspectives, backgrounds and experiences. Clarion University and its members are expected to advance equitable practices and policies that support the full inclusion of all its constituents and, above all, preserve the dignity of all of its members.

Clarion University and its members recognize that the university's pursuit of excellence is predicated upon its obligation to ensure that these shared values and equitable practices are sustained through all of its available resources. These resources include but are not limited to curricular and co-curricular programs and business practices.

2013–2018

**CLARION
UNIVERSITY**



The six goals of Clarion University's *Strategic Equity Diversity Plan*, 2013-2018, as set forth in this document, are predicated on the University's mission, vision and core values. As such, the goals offer thoughtful and practical means by which to promote and sustain a welcoming and inclusive campus community that, above all, is characterized by academic excellence, equal access, inclusion, tolerance, mutual respect and human understanding.

Goal 1: Clarion University will foster an institutional climate and inter- and intra-group relations that are affirming of inclusivity.



OBJECTIVE	KEY ACTION ITEMS	EXPECTED RESULTS	ASSESSMENT	RESPONSIBLE OFFICE/INDIVIDUAL	PROGRESS/TIME TO COMPLETION
1.1 Increase the visibility of the university's commitment to diversity (public affirmation).	Infuse diversity commitment into CU mission, vision, and core values	Greater awareness of diversity, equity and inclusion among the University's internal and external constituents and stakeholders	Revised mission, vision, and value statements	President's Office	Completed, 07/01/12
	Write a university-wide Equity Diversity Plan	Institutionalization and visibility of CU's ongoing commitment to diversity, equity and inclusion	Pre- and post-implementation of plan	Social Equity	Statement completed 04/13
	Publicize the university's diversity statement university wide	Increased awareness and evidence of diversity among faculty, students and staff	Review websites, publications, etc.	Social Equity	
	Create annual diversity newsletter for electronic and print distribution to community and academic leaders	Increased awareness of diversity and equity among internal and external constituents and stakeholders	Solicit annual feedback from readers; tie to campus climate survey as well	Social Equity; University Advancement	
	Conduct university-wide diversity climate assessment annually	Enhanced recruitment, retention and success of underrepresented groups	Results to inform modifications to ongoing strategic equity diversity plan and programming	Social Equity; Information Management and Institutional Research (IMIR)	
1.2 Create opportunities for meaningful dialogue on difficult topics surrounding diversity.	Engage dialogue among faculty, students and staff on topics that are in keeping with themes introduced by the PASSHE annual summit co-sponsored by the Council on Social Equity, Campus Climate and Inclusion (SECCI) and the PASSHE International Education Council (PIEC). Host the 2017 PASSHE summit at Clarion.	Enhanced coordination and collaboration between university and PASSHE forums/ programs that offer meaningful dialogue on topics related to diversity, equity and inclusion.	Annual report of recommendations to Office of Social Equity	President's Commissions	
	Assess structure, functions and outcomes of President's Commissions	Alignment of Commissions' functions with the Center for Educational Equity and Diversity	Create new structure with measurable assessment of commission's function	President's Office; Social Equity	
1.3 Utilize the university's core values to encourage an atmosphere of civil and respectful interaction.	Develop and adopt university-wide statements on civility and civil discourse	Implement a statement on civility by Fall, 2014	Completed statements adopted by PEC and other governing bodies	Social Equity; RCs	Faculty Senate's approval pending
	Utilize core value language in interview process to foster hires who embrace civil discourse and articulation for diversity within their scope of responsibility	Enhancement of University's search and hiring process by Fall, 2015	Social Equity Office prepares template of appropriate questions for hiring office to use by Fall 2014	Social Equity; Human Resources	
1.4 Increase programming that supports an inclusive environment at the university.		Creation of the Center for Educational Equity and Diversity by Fall, 2015	Creation of the center by 2015 (to allow time for funding, partially through grants, as well as staffing)	Social Equity	2015-2018

Goal 2: Clarion University will recruit and retain a diverse student body that supports its mission of “inclusive and student centered environments.”



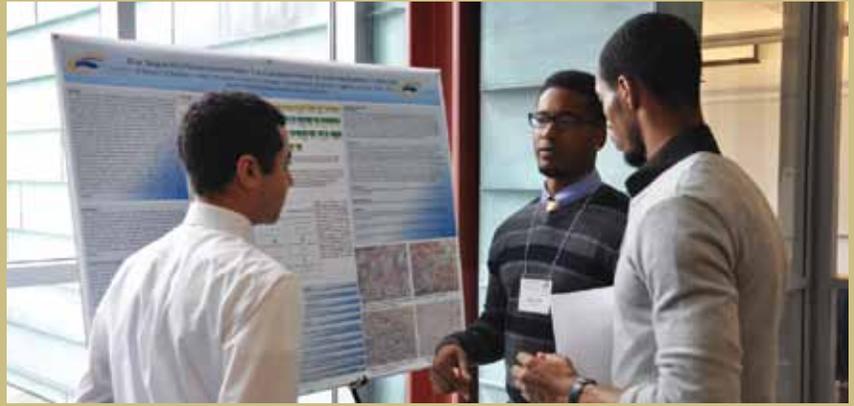
OBJECTIVE	KEY ACTION ITEMS	EXPECTED RESULTS	ASSESSMENT	RESPONSIBLE OFFICE/INDIVIDUAL	PROGRESS/TIME TO COMPLETION
<p>2.1 Increase the number of diverse student experiences (i.e., student groups and programming).</p>	<p>Partner the Center for Educational Equity and Diversity with the Office of Campus Life’s Center for Leadership Involvement to increase the number and quality of diverse student experiences on campus</p>	<p>The establishment of Living Learning Communities (LLC’s) and other High Impact Practices that provide diverse student experiences</p>	<p>Track student involvement through participation numbers and exit surveys capturing their opinions</p>	<p>Social Equity; Student Affairs; Enrollment Management</p>	<p>2014-2016</p>
<p>2.2 Establish intentional high-impact practices that encourage the equitable participation of all students.</p>	<p>Identify, implement, and support high impact practices that embrace the concepts of equity diversity as part of the Academic Affairs HIP grant program.</p>	<p>Increased awarding of grants identified as equity and diversity focused</p>	<p>Track subsequent impact on student performance, retention, and graduation rates</p>	<p>Academic Affairs; all colleges and academic units; Student Affairs</p>	<p>2014-2016</p>
<p>2.3 Educate the university community on the differences and challenges associated with a diverse student population.</p>	<p>Implement university-wide diversity and cultural competency training program for all faculty and staff</p>	<p>100 percent faculty and staff compliance by Fall 2014</p>	<p>Use self-tracking mechanism to determine faculty and staff participation rate</p>	<p>Social Equity; Human Resources</p>	<p>2014-2016</p>
<p>2.4 Ensure that enrollment management plan meets the recruitment and retention performance target measures for all Underrepresented Minorities (URM).</p>	<p>Review CU Enrollment Management Plan</p>	<p>Meet PASSHE performance indicators on URM enrollment, retention, and graduation rates; strive to achieve Equity Scorecard targets</p>	<p>Track and assess progress on an annual basis</p>	<p>Enrollment Management; Academic Affairs; all colleges and academic units</p>	<p>2014-2016</p>

Goal 3: Clarion University will recruit and retain a diverse workforce that supports its mission of “inclusive and student centered environments.”



OBJECTIVE	KEY ACTION ITEMS	EXPECTED RESULTS	ASSESSMENT	RESPONSIBLE OFFICE/INDIVIDUAL	PROGRESS/TIME TO COMPLETION
3.1 Recruit a diverse workforce.	Establish a Visting Scholar program for the employment of underrepresented and faculty of color as part of the long-term CU workforce shaping plan (to complement ongoing efforts to hire diverse candidates into permanent employment positions)	Hire at least one participant from the Visting Scholar program per academic year beginning in 2014-2015	Track and assess progress on an annual basis	Academic Affairs; all colleges and academic units; Social Equity	2014-2018
	Establish a Faculty Exchange Program with colleges & universities to bring diverse faculty of color such as the Frederick Douglass (FD) Scholars Program to Clarion (to complement ongoing efforts to hire diverse candidates into permanent employment positions)	Implement faculty exchange program beginning in 2014-2015	Track and assess progress on an annual basis with PASSHE performance indicators	Academic Affairs; all colleges and academic units; Social Equity	2014-2018
	Identify and create visting scholar programs (similar to Frederick Douglass Scholars) to invite advanced graduate students of diverse backgrounds for professional development opportunities	Implement new programs in 2014-2015; recruit from programs into permanent workforce with the objective of meeting PASSHE performance targets by 2018	Track and assess progress on an annual basis	Academic Affairs; all colleges and academic units; Social Equity	2014-2016
	Establish a process of “cluster hiring” to recruit diverse candidates with interdisciplinary backgrounds	Process for interdisciplinary hires to be codified by 2014	Track and assess progress on an annual basis	Academic Affairs; all colleges and academic units; Social Equity	2014-2015
3.2 Recruit a diverse workforce, which, at minimum, meets the URM Performance Targets (including resources and timeline).	Establish a “bridge funding” model as part of the workforce plan to allow for the hiring of competitive URM faculty and staff	Meet PASSHE performance indicators for diversity of workforce	Track and assess progress on an annual basis with PASSHE performance indicators	Finance and Administration; Academic Affairs; Student and University Affairs	2014-2018
	Design job announcements to attract and embrace diversity	Increased recruitment of underrepresented faculty and staff	Track and assess progress on an annual basis with PASSHE performance indicators	Social Equity; Human Resources	2014-2015
	Re-establish annual recruitment of diverse faculty via the Southern Regional Education Board- The Compact for Faculty Diversity	Increased recruitment of underrepresented faculty	Track and assess progress on an annual basis with PASSHE performance indicators	Social Equity	2014-2015
	Utilize Good Practices on recruitment and hiring (AACU)	Enhanced recruitment and hiring processes by Fall 2014	Track and assess progress on an annual basis with PASSHE performance indicators	Social Equity; Human Resources	2014-2015
3.3 Support and celebrate diversity and inclusion.	Draft a multicultural resource directory for new faculty and staff of color, indicating resources and support both on campus and in the community.	Increased resources for underrepresented groups and retention of URM faculty and students of color	Track retention rates of under-represented groups following implementation by Fall 2014	Social Equity	2014-2015

Goal 4: Clarion University will encourage research and scholarship reflecting an appreciation of cultural and social differences.



OBJECTIVE	KEY ACTION ITEMS	EXPECTED RESULTS	ASSESSMENT	RESPONSIBLE OFFICE/INDIVIDUAL	PROGRESS/TIME TO COMPLETION
4.1 Increase support for, and recognition of, research and scholarship areas of culture and social difference.	Revise the University-wide Faculty Development Grant process to earmark a portion of available funds specifically for research encompassing cultural and social differences	Increased funding by 40 percent for research and scholarly activity, which encompasses cultural and social differences	Track awarding of grants related to multicultural studies and final reports of outcomes	Academic Affairs; all colleges and academic units	2014-2016
4.2 Conduct research on university diversity in an intentional and informative fashion.	Conduct extensive retention study of students, faculty, and staff of color (including exit interviews with those who leave)	Increased by 10 percent number of scholarly research activities each academic year	Results of research to inform modifications to university equity diversity plan		2014-2016
4.3 Increase the university's presence and leadership in national and international research groups focused on diversity.	Revise University-wide Faculty Development Grant process and travel awards to earmark a portion of available funds for attendance at and participation in conferences, workshops, and research groups focused on diversity	Increased funding allocation by 40 percent through 2018	Track awarding of grants related to participation in conferences, workshops and research groups, and final reports of outcomes	Academic Affairs; all colleges and academic units; IMIR	2014-2016
4.4 Recognize diversity sponsored research with a presidential award during Equity Week Celebration.	Re-structure Annual Diversity and Equity Awards to accommodate presidential award in recognition of research on diversity and inclusion	Created an annual presidential award that recognizes scholarship and research on cultural and social differences	Track increase in volume of related research following award implementation	Social Equity; Office of the President	2014-2016
	Create annual diversity newsletter, which publicizes scholarship/research on cultural and social differences, for electronic and print distribution to community and academic leaders	One newsletter will be distributed each academic year	Solicit annual feedback from readers; tie to campus climate survey as well	Social Equity; University Advancement	2014-2016

Goal 5: Clarion University will encourage the development of curriculum and pedagogy that support trans-cultural and global competency.



OBJECTIVE	KEY ACTION ITEMS	EXPECTED RESULTS	ASSESSMENT	RESPONSIBLE OFFICE/INDIVIDUAL	PROGRESS/TIME TO COMPLETION
5.1 Use the principles of “universal design” to improve the learning experience of all students.	Adjust student advising structure in order to increase exposure of students to global and equity issues	Increased students’ awareness of global and equity issues	Annual advising survey of students of color to identify strengths and weaknesses of new advising structure; URM retention statistics	University Advising Services Center; all colleges and academic units	2014-2016
	Expand or integrate scope (structure and staff) of Minority Support Student Services to more fully address academic and other needs of URM students	Meet PASSHE performance indicators for retention of URM students	Annual survey of URM students to assess their performance and satisfaction with services provided through the university	Academic Affairs; all colleges and academic units	2014-2016
5.2 Increase transcultural and interdisciplinary studies and programs.	Create a transcultural studies program as a pilot diversity academic program (with the potential to create other interdisciplinary URM studies programs depending upon the creation of a self-supporting model)	Increased number of globally competent graduates	Track enrollment in pilot program (in particular URM enrollment), as well as other benchmarks of academic success of students participating in program	All colleges and academic units	2014-2018
	Create a multicultural competency learning outcome for the university.	Outcomes to be incorporated in the University’s General Education	General Education Council	2014-2015	
	Identify seed grants for transcultural curriculum development	Alignment of university-wide faculty professional development grants by Fall 2014	President’s Office; Academic Affairs/Provost	2014-2016	
5.3 Ensure that all academic programs include global awareness and understanding.	Create an International Studies track applicable to multiple majors across all colleges	Demonstrated participation of all students in an educational experience that contributes to international study	Introduce in Fall 2014; comprehensive recruitment for Fall 2015 cohort; follow-up assessment from 2016-2018	Academic Affairs; all colleges and academic units	2014-2016
	Seed grants for international curriculum development	Increased by 2 percent number of faculty who infuse trans-cultural and global competency in the curriculum	Grant process to be aligned with university-wide faculty professional development grants by Spring 2014	President’s Office; Academic Affairs; all colleges and academic units	2014-2016
5.4 Provide faculty/staff professional development opportunities to teach how to include diversity in the curriculum.	Create a Center for Educational Equity and Diversity to coordinate student, faculty, staff exposure to issues of diversity and how best to infuse diversity into their classrooms and work environment	Increased staff and faculty professional development by 10 percent each of the next four years	Tie to annual campus climate survey results as well as targeted customer satisfaction surveys administered in conjunction with center programs and services	President’s Office; Social Equity	2014-2018

Goal 6: Clarion University will encourage diversity within the university leadership.



OBJECTIVE	KEY ACTION ITEMS	EXPECTED RESULTS	ASSESSMENT	RESPONSIBLE OFFICE/INDIVIDUAL	PROGRESS/TIME TO COMPLETION
<p>6.1 Ensure that university leaders articulate the importance of inclusive excellence in decisions regarding allocation of university resources.</p>	<p>Utilize PASSHE performance indicator funds related to URM students and workforce access and success to fund Center for Educational Equity and Diversity listed in objective 5.4</p>	<p>University-wide institutionalization of diversity, equity and inclusion</p>	<p>Tie center funding to URM performance indicator funding (i.e., results = increased funding)</p>	<p>President's Office</p>	<p>2014-2016</p>
<p>6.2 Ensure that university leaders support the professional development of faculty and staff regarding issues of diversity.</p>	<p>Develop a program of advanced leadership opportunities and mentorship for faculty and staff of color</p>	<p>Meet PASSHE performance targets</p>	<p>Track URM involvement in leadership opportunities and subsequent career advancement</p>	<p>President's Office; PEC</p>	<p>2014-2016</p>
	<p>Recognize faculty, students, staff and community members who advance the university's mission and core values on diversity and inclusion</p>	<p>Evidence of consistent support for university and community diversity and equity initiatives</p>	<p>Incorporate presidential awards into the 2013 Equity Week celebration</p>	<p>Social Equity; President's Office; Student Senate</p>	<p>ongoing</p>
	<p>University leadership enforces new policies (listed above) regarding mandatory diversity training, and mandatory diversity presence in search committees</p>	<p>Assurance of compliance and inclusivity in accordance with University mission and core values</p>	<p>Full implementation according to timeline for specific action items listed above</p>	<p>President's Office; PEC</p>	<p>2014-2015</p>
<p>6.3 Ensure that university leaders work to improve the institutionalization of diversity and equity.</p>	<p>Fully implement the University Equity Diversity Plan</p>	<p>All objectives achieved and operational by 2018</p>	<p>All assessment achieved and operational by 2018</p>	<p>Clarion University</p>	<p>ongoing</p>



MISSION OF CLARION UNIVERSITY OF PENNSYLVANIA

Clarion University provides transformative, lifelong learning opportunities through innovative, nationally recognized programs delivered in inclusive, student-centered environments.

VISION OF CLARION UNIVERSITY OF PENNSYLVANIA

Clarion University will be a leader in high-impact educational practices that benefit students, employers, and community partners.

CLARION UNIVERSITY CORE VALUES

Students, faculty, staff and alumni of Clarion University value: learning;
accomplishment;
encouragement;
diversity;
civility;
civic engagement;
public higher education.

The Office of Social Equity

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CLARION UNIVERSITY

A member of Pennsylvania's State System of Higher Education.

www.clarion.edu/equity

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