

Padnos College of Engineering and Computing					
Action Area 1: Retention and Recruitment (faculty, staff, students)					
Goal	Strategy	Objectives	Initiatives	Measures	Progress/Updates
Increase the presence of faculty from underrepresented groups (Latino, Native American, African American), LGBT, international and faculty with disabilities	Utilize university Affirmative Action Plan to identify underutilization for minorities and women	<i>Continue to enrich an already diverse faculty (focus = female participation / based upon university data)</i>	Utilize university data (O)	PCEC demographics - vs- available population per I&E reports	One hispanic staff member hired (temp position); one female visiting professor
	Networkwith diverse professional associations	2009 Baseline: - PCEC Female = 12.5% (19% – 20% avail.) (U) - PCEC URE = 30.4% (6.1 - 6.4% avail.) - GVSU URE = 15%	Advertise in diverse publications and online resources (O)	Trends in underrepresented populations in applicant pools	New membership in Society of Hispanic Professional Engineers
	Advertise in diverse publications	Notes: Affiliates are included in PCEC data; URE = Underrepresented ethnicity; U = Underrepresented	Maintain & expand visibility within diverse organizations including NSBE, SWE, etc.(O) (SWE Conf activities, NSBE Conf activities, ASEE MIND Division, WIC Conf)		New membership in Society of Hispanic Professional Engineers; support for SWE student chapter activities
			Utilize NSF Advance Project materials, lessons learned, techniques, etc.		
			Train Inclusion Advocates for Search and Personnel Committees and for School Inclusion mentoring (O)		Participation by several faculty in Inclusion Advocate training

Increase the presence of students from historically underrepresented groups (Latino, Native American, African American)	Focus additional recruitment efforts in diverse local areas such as Holland, Grand Rapids, Muskegon, Benton Harbor, Flint, Wyoming, etc.	<i>Exceed GVSU ethnic diversity demographics, Close gap with national averages for discipline area diversity demographics</i>	Collaborate with and leverage university initiatives (O) (OMA Activities; Facilitate student visitation & tours)	PCEC statistics -vs- GVSU statistics and national statistics per I&E and national reports	Expanded visitation and outreach events; Added international / native spanish speaking GA to assist with outreach activities and hispanic populations
		2009 Baseline: - GVSU = 11.8% URE; - PCEC = 12.0% URE; - National Avg EGR=17.6%; - National Avg CIS=29.1%	Pipeline Activities (see below) (O)	Track trends of PCEC statistics and national trends	Expanded visitation and outreach events; Note - participant from first year of Get-With-The-Program joining GVSU School of Computing freshman class in Fall 2011 (first year possible)
			Support and leverage student sections of professional societies (O)		Support for SWE student section activities
	Provide information and consultation in support of individual college recruitment efforts as requested.	<i>Increase female participation and retention (counter to national trends of decreasing female participation).</i>	Appropriately expand curricular offerings in areas that attract female students such as biomedical engineering (O)	PCEC statistics –vs national averages	Addition of biomedical engineering minor and pending masters. Preliminary data from admissions indicates an upswing in females admitted to GVSU indicating engineering
		2009 Baseline: -PCEC Female = 10%; -PCEC Fr-Female = 13.5%; - National Female EGR=16.7; -National Female CIS=18%	Partner with other GVSU colleges on external funding opportunities that support female students such as NSF – PRISM (O)	Track trends of PCEC statistics and national trends	NSF grant proposal that includes GRCC submitted
			Collaborate with and leverage university initiatives (particularly RMSC) (O)		Continued collaboration with RMSC and transition of STEPS program to PCEC responsibility

			Pipeline Activities (see below) (O)		
			Support and leverage student sections of professional societies including SWE and S. Fleischmann ladies tea program (do we currently include CIS students?) (O)		
			Utilize faculty from under-represented groups as mentors and role models (N?)		New membership in SHPE for Dean.
Increase the presence of international students	Develop a community college initiative that follows students through their 2 years and supports successful transition to GVSU.	<i>Continue to expand the number of international students and to exceed GVSU international demographic</i>	Collaborate with and leverage university initiatives (particularly PIC) (O)	PCEC statistics -vs- GVSU data per I&E reports	Discussion underway with PIC and recent offer to EGR Director with international experience
		2009 Baseline: GVSU = 1.26% Intl; PCEC = 30 Intl. Students; PCEC = 2.6% Intl.	Faculty alma mater visitation & partnering program(O)	Annual review of number of GA positions (base and project funded)	Expansion of GA positions and effective recruiting of a few more high calibre international students; Support for Graduate Student Association events and attempting to recruit student for their board
			Increase GA opportunities(O)		Continued expansion of GA postions
			Highlight current successful international students		Press coverage of international graduate students in engineering and CIS
	Identify/address barriers to access for transfer students.	<i>Enhance Community College Interaction & Transfer Clarity</i>	Leverage MECCA activities (O)	Track trend of transfer students to PCEC each year	Tracking system established

		2009 Baseline: Fall '09 EGR X-fer = 51; Fall '09 CIS X-fer = 25	Enhance web based advising resources (E)		Wed advising and tele-advising materials and procedures being refined.
			Collaborate with Admissions re: Community College liaison activities (briefing luncheons, campus visits) (O,E)		Continued collaboration with Advising
	Formalize support to guidance counselors who can provide support to students aspiring to GVSU				No progress to date
	Develop pipeline programs for middle school students to cultivate interest/enhance preparation for specific disciplines.	<i>Continue to enhance & expand our extensive pipeline activities; Regularly review & evaluate efficacy of each pipeline program</i>	<i>Pipeline activities (O):</i>	Long term STEPS Study	Continued expansion of outreach programs and addition of GA to provide support
		2008/09 Baseline: Number of programs = ?; Number of student participants = 1,300	-Sibley Elementary partnership	Student use of MathCounts scholarship	Hosting of local and state events and awarding scholarships at both events
		2009 STEPS Study results indicate?	- STEPS Camp	Number of applicants and awards of FIRST scholarship	Continued offering of STEPS camp; Secured additional funding from external sponsors for STEPS; expanded number of applicants for FIRST scholarship
		Mathcounts scholarship redemptions = ?	- Get-with-the-program Camp		No change
		FIRST Scholarship Applicants = 1 + direct admits, Awards = 1 Renewals = 3	- MathCounts competition (regional and state) & scholarship		Hosting of local and state events and awarding scholarships at both events

		Note: 1 FIRST award each year 2006-2009. All students still on track in engineering.	- Science Olympiad competition		Expanded number of applicants for FIRST scholarship. All recipients continuing in engineering programs; expanded support for FIRST lego league and FIRST robotics events
			-FIRST Robotics competition, Lego League and scholarship		Expanded number of applicants for FIRST scholarship. All recipients continuing in engineering programs; expanded support for FIRST lego league and FIRST robotics events
			-AIME project (SME funded effort to enhance K-16, GRCC, GVSU planning & articulation)		Continued engagement
			-GRAPCEP (GRPS) STEM Consortium		Continued engagement and support
			-Support & involvement including curriculum and teacher development, curriculum involvement and support, etc.		No change
			-HS Internship component to NSF Nano-tech grant		Ongoing
			- MS and HS Visitation Program		Ongoing
			- Engineering Projects Days		Ongoing
			- A World in Motion		Ongoing
			- Electrathon		Ongoing

Develop plan for recruitment/admission process for graduate students	Identify financial resources to support the effort	<i>Expand graduate enrollment to a level that populates existing offerings and supports expanding offerings to meet student and community need</i>	Expand GA positions (O)	Graduate enrollment data: number of majors; credit hour production	Continued addition of GA positions (1-2 per year base plus several via external funding).
	Facilitate recruitment of under-represented minority representation required for federal grants across the institution	Baseline:	Graduate scholarship program (O)		Ongoing
		Fall 2009 MS enrollment = 127	Faculty alma mater program (O)		Ongoing
		2008/09 grad cr-hr = 1,550	Updated web and print materials (O)		Ongoing
		2008/09 #GAs = 25 semester appointments	Programmatic additions that leverage existing offerings: courses, certificates, emphases, new PSM? (N)		Ongoing introduction of PSM in Biomedical
		Fall 2009 grad schol. = 1 (4 apps, 3 approved, 1 redeemed)	Partner with internship employers to increase awareness of our opportunities (E)		Ongoing with new overview document
Action Area 1: Access and Equality - Policy/Administrative Initiatives					
Goal	Strategy	Objectives	Initiatives	Measures	Progress/Updates
Reconfigure Intercultural Advisory Council (IAC) to better support the work of the Division of Inclusion and Equity	Establish a university committee to advise Division of Inclusion and Equity (University Inclusive Excellence Team – possible new name)	<i>Support Division of Inclusion & Equity efforts and maximize communication with PCEC</i>	Identify and appoint representative to UIET when established (N)	Feedback from OIE	No action to date - waiting for direction from DI&E

	Solicit participation of a representative from each college, administrative division, undergrad and grad student representatives				
Improve quality of research from a diversity/inclusion perspective	Develop a plan to diversify human research subjects	<i>Improve quality of research from a diversity/inclusion perspective, particularly in providing improved data for longitudinal studies</i>	Created and filled Sebastian Endowed Chair who assists with this effort (O)	Annual review of research reports and publications	Ongoing Sebastian Chair Efforts
		Baseline: 2008/09 publications with this element = ?	Coordinate with appropriate units across GVSU (O)		
			Identify potential students for collaboration through under-represented faculty mentors.		No action to date
Action Area 2: Campus Climate					
Goal	Strategy	Objectives	Initiatives	Measures	Progress/Updates
Conduct climate study of faculty, staff, and students utilizing internal and external consultation	Promote broad campus consultation in process due to mixed/negative perceptions from campus community regarding validity and methods utilized for 2005 climate study	<i>Improve the climate within PCEC with regard to respect for all and improved collegiality</i>	Encourage participation of faculty and staff within PCEC.		Continuing effort
	Include a focus on issues of collegiality	Baseline – see last climate study results	Ask faculty and staff to encourage participation by students.		Hosted presentation re: climate study
			Build upon results of survey to improve climate within PCEC		Pending climate study

			Gather specific recommendations for projects within our Schools based on the climate survey (N)		Pending climate study
Design and implement schedule of “Opportunities to Dialogue about Race” and other inclusion related topics such as disability, class, religion, sexual orientation, etc.	Monthly breakfast dialogues on inclusion topics	<i>Leverage GVSU efforts to expand these dialogues</i>	Encourage faculty, staff, and students to participate in these opportunities	Annual review of faculty, staff, and student participation	Distribution of announcements of these programs and encouragement for participation.
	Consider small faculty and/or staff discussion groups	Baseline = ?	Integrate topics as appropriate to course content (O)		Continued evolution of IS capstone course and submission of Urban Environments course for gen ed.
Action Area 3: Diversity in Curriculum/Co-curriculum					
Goal	Strategy	Objectives	Initiatives	Measures	Progress/Updates
Reward and value course content that integrates culturally diverse perspectives (race, class, disability, sexual orientation, religion, etc.) where appropriate	Develop local community connections with diverse cultural groups	<i>Provide students, faculty, and staff with opportunities to experience the integration of culturally diverse perspectives, particularly as they pertain to technology and society</i>	Involvement with west Side Community organizations such as The Other Way Ministries and Westown Jubilee Housing (O)	Annual review of course offerings, cocurricular activities, and participation	Continued involvement with Other Way Ministries; Involvement with several NPOs serving diverse populations
Develop/implement diversity/inclusion campus-wide training/education workshops/programs	New Director of Intercultural Training to collaborate with partners	<i>Utilize university wide programs to enhance PCEC climate and effectiveness</i>	Utilize Inclusion Advocate program (O)	Annual review of participation	Participation by several faculty in Inclusion Advocate training

Co-sponsor Inclusion and Equity related conferences/programs across campus	Raise awareness and understanding of inclusion issues	<i>Assist in making equity related activities available to faculty, staff and students in PCEC and across the university</i>	Co-sponsorship of various programs including: Hispanic Heritage Month, People of Color Network, OMA Programs, Women's Center (O)		Co-sponsored several events this year.
Action Area 4: Organizational Learning - Internal					
Goal	Strategy	Objectives	Initiatives	Measures	Progress/Updates
Training and organizational development	Provide training on a variety of inclusion related topics including effective interviewing, unconscious bias, cultural competence*, ADA, Proposition 2, etc.	<i>Provide enhanced training for all faculty and staff to improve topics identified in associated University Strategy</i>	Use of NSF Advance project tools including STRIDE training and U/M CRLT Players (O)	Annual review of offerings and faculty and staff participation	Participation by several faculty in Inclusion Advocate training
Action Area 4: Organizational Learning - Community Outreach					
Goal	Strategy	Objectives	Initiatives	Measures	Progress/Updates
Facilitate and sustain an effective university-wide mechanism for establishing partnerships and collaborations with Grand Rapids Public Schools: do the same for other districts with diverse populations (i.e. Muskegon, Holland, etc.)	Superintendent of GRPS's: areas of interest	<i>Enhance the preparation of a diverse population of students and provide opportunities for professional careers, particularly in engineering and computing.</i>			Continued engagement with GRAPCEP and many outreach efforts with the local K-12 schools
	Centers of innovation	<i>Expand the pipeline of talent for the engineering and computing professions.</i>	Pipeline Activities		

Develop and nurture key partnerships and relationships with community entities doing (or interested in doing) similar inclusion work	Maintain active membership in Grand Rapids Chamber of Commerce Cultural Competency Council Institute for Healing Racism Partners for a Racism Free Community, etc.	<i>Leverage the resources of GVSU and the community groups to mutual benefit and for greater impact</i>	Involvement with The Other Way Ministries (O)	Annual review of partnerships, participation, and feedback	Continued involvement with Other Way Ministries; Involvement with several NPOs serving diverse populations
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