

THE SCHOOL OF ENGINEERING DIVERSITY ACTION PLAN

The Purpose: The School of Engineering has identified the improvement of diversity as one of the five priority focus areas in its academic mission. *Diversity* refers to those differences (race, religion, gender, national origin, physical ability, sexual orientation, age, geographic origin, socio-economic level, culture, language, ethnic background, intellectual skills, and others) that individuals bring to the School while contributing to the mission of the School of Engineering (SOE). The Diversity Action Plan (DAP) documents the School's strategic initiatives for improving and sustaining diversity in its workforce and student body. The plan includes those institutionalized actions (activities and programs) of creating access for under-represented groups (African-Americans, Hispanics, Native Americans, women, and academically or economically disadvantaged students) and including all qualified individuals in its engineering education without sacrificing the standards and academic integrity of the School. The purpose of the DAP is to guide the School in improving the enrollment of under-represented freshman and graduate engineering students, increasing the engineering degree production rate of under-represented groups and recruiting more faculty and staff from under-represented groups by providing an inclusive and safe environment that fosters effective multi-cultural interaction and communication, reducing isolation of any group, and increasing the School's ability to provide equitable educational support services.

The Diversity Vision: The School of Engineering envisions *a diverse workforce* that provides quality engineering education and professional training for all students in an environment that is appreciative and inclusive of all individuals; *a diverse student body* that is reflective of the nation's mixture of similarities and differences in race, national origin, ability, religion, sexual orientation, age, and gender in an environment that is equitable, appreciative and inclusive of all individuals; and *equitable academic supports* that are designed to utilize the strengths of the School to meet the different academic needs of its student body without discrimination. The School DAP is designed and implemented by an Assistant Dean for Diversity and the Engineering Advisory Committee on Diversity with representatives from academic and administrative departments of the School.

The diversity priority areas **for 2003-2004 are as follows:**

1. **EMPLOYEE DIVERSITY (RECRUITMENT AND RETENTION)**

Provide support to departments for developing plans to identify and increase the pool of under-represented and women faculty by Fall 2003.

Provide support to departments that have no under-represented or women faculty to identify and recruit at least one under-represented/women faculty member by Fall 2003.

Provide support for senior faculty mentoring of all new or non-tenured faculty members in each department.

2. **GRADUATE AND UNDERGRADUATE STUDENT DIVERSITY**
(*RECRUITMENT AND RETENTION*)

By Fall 2003, develop programs that will increase the enrollment of under-represented graduate students into the School of Engineering.

Provide support for faculty mentoring of all first year under-represented graduate students.

Implement programs that will significantly increase the direct enrollment of under-represented undergraduate students into the School of Engineering by Fall 2003.

Develop partnership programs that will significantly increase the enrollment of Hispanic students into the School of Engineering by Fall 2003.

Provide support for faculty mentoring of 50% of under-represented freshman and sophomore students.

Provide academic intervention activities that will increase the retention rate of under-represented and women freshmen/sophomore students to 90% by Fall 2003.

3. **DIVERSITY MANAGEMENT EDUCATION**

Provide diversity education to all incoming freshmen.

Increase the participation of departments (faculty and staff) in all School or University wide diversity education related activities.

Develop a reward structure for the department and/or faculty that show outstanding participation in diversity initiatives.

Assure that academic support services, a positive environment, and research opportunities are provided to all students.

Integrate diversity with engineering projects and team/communication building skills.

Require all departments to have a Diversity Liaison/Coordinator by 2003.

SCHOOL OF ENGINEERING
2000-2004 Diversity Strategic Plan

School Diversity Goal 1: RECRUITMENT- To recruit a diverse workforce (faculty/staff) and student body that are inclusive of our multi-cultural society and individual differences, and provide access to quality education to all, including under-represented students.

Objective 1-1: Employee Diversity- Increase the number of women and under-represented faculty and improve the quality of the workforce			
Strategies and Actions	Outcomes	Responsible Person(s)	Assessments
We will develop an annual recruitment plan for vacant positions and strategies to encourage a diverse pool of applicants	<ul style="list-style-type: none"> • Effective implementation of plan • Early search 	Department Chairs Diversity Assist. Dean	Direct Measure
We will create an organized network search and search committee to reach increased numbers of under-represented groups for each department.	<ul style="list-style-type: none"> • Increase the pool of qualified applicants 	Diversity Asst. Dean and Dept Chair	Direct measure
We will plan a structured interview process that involves diverse individuals and shows a positive School image.	<ul style="list-style-type: none"> • Increase the image and attraction of the School to under-represented groups 	Dept. Faculty Search Committee	Direct Measure
We will recruit at least one under-represented /women faculty and staff in each department that has no under-represented/women faculty and staff.	<ul style="list-style-type: none"> • All departments work to attract faculty from under-represented groups (including women) • The faculty and staff will become more reflective of the nation's diversity 	Diversity Asst. Dean and Dept Chair	Direct Measure

We will address and support women and issues affecting under-represented groups.	<ul style="list-style-type: none"> 80% of the workforce and student body will recognize and accept individual differences. 	Asst. Dean for Diversity	Workforce survey
We will search for industry sponsored endowed chairs targeted to women and under-represented senior faculty members	<ul style="list-style-type: none"> The recruitment of women and under-represented groups into endowed chairs 	Dean and Diversity Asst. Dean	Direct Measure
Recent women and under-represented PhD or senior industry scholars will visit the Pitt campus, present seminars, and teach some selected special courses in their fields.	<ul style="list-style-type: none"> Introduce scholars to Pitt's positive cultural diversity, programs and faculty; activity will project teaching and research in academia as a viable option 	Diversity Assist. Dean	Direct Measure
Objective 1-2. Student Body Diversity- To recruit a diverse student body that reflects the multi-cultural diversity and individual differences in the nation.			
Develop a residential summer pre-engineering program by the summer 2003	<ul style="list-style-type: none"> Measurable increase in the pool of under-represented students 	PECAP Directors	Parent and Student survey
We will increase the number of activities involving pre-college and college students.	<ul style="list-style-type: none"> Measurable increase in the pool of under-represented students motivated for an engineering discipline 	PECAP Directors	Direct measure
We will initiate parental contact with 50% of prospective freshman students.	<ul style="list-style-type: none"> Measurable increase in parental involvement 	PECAP Directors	Direct measure
We will develop programs to support the recruitment of women and under-represented students.	<ul style="list-style-type: none"> Measurable increase in funding for college preparatory bridge programs 	PECAP and Diversity Asst. Dean	Direct measure

We will solicit for scholarships from public and private agencies for under-represented students.	<ul style="list-style-type: none"> Measurable increase in the number of scholarships to attract quality under-represented graduate students 	Diversity Asst. Dean and PECAP Directors	Direct measure
We will increase the number of summer research programs for under-represented students.	<ul style="list-style-type: none"> Measurable increase in under-represented engineering graduate students in two years 	Diversity Asst. Dean and PECAP Directors	Direct Measure
We will increase graduation rates and graduate school enrollment of under-represented students.	<ul style="list-style-type: none"> Measurable increase in under-represented engineering graduate students 	Diversity Asst. Dean and PECAP Directors	Graduation Data
We will develop support staff and programs at departmental levels.	<ul style="list-style-type: none"> Involve 100% of the departments in meeting the initial needs of students in their programs 	Diversity Asst. Dean and Dept. Chairs	Direct measure
The Dean will commit a portion of graduate teaching assistantships to the recruitment of under-represented graduate students.	<ul style="list-style-type: none"> Direct and significant impact in increasing the number of under-represented graduate students 	Dean and Diversity Assist. Dean	Direct Measure

School Diversity Goal 2: RETENTION- To retain a diverse workforce and student body that reflect the multi-cultural diversity and individual differences in the nation.

Objective 2-1: Develop and use the full potential of the workforce to provide quality education for all in a positive academic climate			
Strategies and Action	Outcomes	Responsible Person(s)	Assessment
We will encourage cross-career development programs.	Progress toward grade parity, job employee satisfaction, and improvement in skills	Diversity Asst. Dean	Trend

Develop and implement programs for mentoring of students from under-represented groups	<ul style="list-style-type: none"> • Increase the retention of Pitt graduates to Pitt graduate program • Increase the quality of under-represented graduates 	Diversity Asst. Dean	Record of implementation
Encourage the mentoring of junior/new faculty by senior faculty	100% of junior or new faculty will be on a high productivity track	Dean and Diversity Asst. Dean	Survey
We will continuously assess and monitor academic performance of all high-risk students (25% of freshman class).	Increase in our effectiveness in training and retaining under-represented engineering students	PECAP and Freshman Program Directors	Number with Higher GPA
We will annually identify high achieving faculty, staff and students.	25% of high achieving faculty, staff and students will be rewarded, leading to appreciation of the school academic culture	Dean and Assoc. Dean	Survey
We will solicit industrial endowments for specific Diversity awards/reward.	Greater commitment and motivation for quality and productivity.	Development Office	Direct measure
Objective 2-2. Develop and implement action plan that enhances quality of life and the workforce environment (see attached).			
We will seek to increase support for staff and students with disabilities.	Improved quality of life of disabled individuals	Diversity Asst. Dean	Survey
We will create focus groups to address workforce issues and interventions.	Increase the reception of school from women and under-represented students and workforce	Diversity Asst. Dean	Survey

We will develop visiting scholars, faculty and staff development and cross training programs.	Increased quality of the workforce and effective use of skills	Diversity Asst. Dean	Exit interview or survey
We will educate department heads in dealing with human resources.	Intellectually rich environment and reduction in annual complaints.	Diversity Asst. Dean	Direct measure

School Diversity Goal 3: SYSTEMIC DIVERSITY MANAGEMENT- to educate administrators, faculty and students on valuing and managing diversity

Objective 3-1. Provide training to more than 80% of TA/RA, staff and students on valuing diversity			
Strategies	Outcomes	Responsible Person(s)	Assessment
Develop comprehensive resources on values of diversity in an engineering culture.	<ul style="list-style-type: none"> Identify diversity needs and effective implementation plan 	Dean and Diversity Assist. Dean	Measure the School's current demographic profile
We will organize annual mandatory diversity education and workshops for all staff, TA, students and support staff.	<ul style="list-style-type: none"> Individual respect and value of diversity will increase 100% of all TAs will receive diversity training 	Dean and Diversity Asst. Dean	Student Survey
We will organize annual mandatory diversity education for all in-coming freshman, focusing on communication and the rights of others.	<ul style="list-style-type: none"> Behavior change and increase in value of diversity for more than 80% of freshman class Reduction in negative attitudes and complaints 	Diversity Asst. Dean and Freshman Program Director	Student survey

We will develop and implement programs that encourage cultural interaction with members of other cultural groups.	<ul style="list-style-type: none"> • More faculty will increase their awareness, understanding and acceptance of others' cultures 	Diversity Asst. Dean	Attendance record and surveys
We will develop and circulate a school Diversity News letter and inventory of diversity resources.	<ul style="list-style-type: none"> • Interests, communication and exchange of information will be improved 	Diversity Asst. Dean	Number that read the newsletter
Objective 3-2. Increase the participation of the administrators and majority of the faculty in diversity training			
Develop a comprehensive training curriculum that will allow for skill development and diversity related problem solving.	<ul style="list-style-type: none"> • Important reference tool to support instructional and administrative personnel. 	Diversity Assistant Dean	Employee annual surveys participation
Dean will show strong and visible support for School diversity training of faculty and assign responsibilities.	<ul style="list-style-type: none"> • At least 60% of faculty and staff will participate in workshops and learn to manage the school diversity 	Dean and Diversity Asst. Dean	Employee annual surveys participation
We will increase research collaboration among faculty and students of other cultures.	<ul style="list-style-type: none"> • Increase understanding and strength team communication 	Diversity Asst. Dean	Annual faculty survey
We will organize school-wide symposia twice a year on current topics on diversity.	<ul style="list-style-type: none"> • Our effectiveness in managing diversity and system wide culture change will be increased. 	Diversity Asst. Dean	Attendance record and surveys

Each Department rep on the Faculty Advisory Committee will be trained as Diversity Liaison for that department.	<ul style="list-style-type: none"> • Monitor diversity related issues in the department and report to the Office of Diversity 	Faculty Advisory Committee on Diversity	Record and surveys
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School Diversity Goal 4: Create and maintain a non-discriminatory climate where tolerance and respect are encouraged, and an equitable learning environment and professional development are provided

Objective 4-1. Develop and implement measures to manage behavior with accountability and rewards.			
Strategies	Outcomes	Responsible Person(s)	Assessment
We will develop guidelines to ensure that programs and activities in the school are conducted without discrimination.	<ul style="list-style-type: none"> • All departments and areas will have guidelines on school expectation 	Diversity Asst. Dean	Survey and number of complaints
We will create a climate through focus group discussions to ensure that tolerance and respect are encouraged.	<ul style="list-style-type: none"> • Increase in respect and tolerance of others' differences 	Depart Chairs and Diversity Asst. Dean	Workforce Survey
We will take affirmative measures to reduce the number of complaints and to respond to such complaints when they occur.	<ul style="list-style-type: none"> • Timely response to complaints • Conflicts are timely resolved 	Diversity Asst. Dean	Survey and number of complaints
All departments and area heads will ensure hostile-free and non-discriminatory academic environment in areas under their supervision.	<ul style="list-style-type: none"> • Establish accountability • Healthy work environment 	Chairmen	Department survey number of occurrence
Equitable services and opportunities are provided for all under-represented under-represented students	<ul style="list-style-type: none"> • Quality education for all students 	Assoc. Dean	Direct Comparison

We will implement alternate dispute and conflict resolution programs.	<ul style="list-style-type: none"> • Timely resolution of conflicts 	Diversity Asst. Dean	Number of conflicts reported and resolved
We will conduct workshops on human and legal rights in the workplace.	<ul style="list-style-type: none"> • Increase in individual awareness of moral, ethical and legal obligations. 	Diversity Asst. Dean	Survey and number of participants
We will annually organize focus groups and open discussion on concerns of women and under-represented workers.	<ul style="list-style-type: none"> • Timely resolutions of individual concerns 	Diversity Asst. Dean	Employee and student surveys
Train department chairs and area heads to incorporate Diversity to management.	<ul style="list-style-type: none"> • Integration of diversity to management 	Diversity Asst. Dean	Survey

School Diversity Goal 5: Develop and support integrated diversity programs and services that generate a positive climate and identity in the School

Objective 5-1. Increase support and participation of faculty, staff and students in programs that explore the experiences and contributions of various cultures, groups and individuals			
Strategies	Outcomes	Responsible Person(s)	Assessment
Increase participation in Black History Month, Women’s Day Celebration, and other such multi-culturally diverse programs.	<ul style="list-style-type: none"> • Increase in respect of other’s cultural values 	Diversity Asst. Dean	Direct report of support services

We will increase the diversity of students in Study Abroad, Co-Op, and international exchange programs.	<ul style="list-style-type: none"> • Increase in cultural awareness and cross-cultural communications 	Study Abroad and Co-Op Directors	Direct measure of participants
We will increase the under-represented student assistance programs, reward for under-represented students' academic excellence, and increase services for disabled students.	<ul style="list-style-type: none"> • Improvement in performance of under-performing under-represented students 	Diversity Asst. Dean and PECAP Director	Assistance programs QPA
We will organize an annual Engineering Cultural Week.	<ul style="list-style-type: none"> • Stronger collective community 	Diversity Asst. Dean	Participants Survey
Develop reward structure for departments and faculty that participate in diversity programs	<ul style="list-style-type: none"> • Increase in faculty motivation and value of diversity 	Department Chairs	Direct measure
Develop a visible Engineering Office of Diversity and Minority Resources	<ul style="list-style-type: none"> • Represent visible commitment to diversity • Repository for all data pertaining to School diversity 	Diversity Assist. Dean	Direct measure

Objective 5-2. Integrate more diversity activities into engineering curriculum.			
We will develop international multi-cultural engineering exchange /team projects and seminars.	<ul style="list-style-type: none"> • Reduced inter-group conflicts • Increase in multi-cultural interactions in new product development project 	Diversity Asst. Dean	Student Survey
We will develop team-building skills through workshops.	<ul style="list-style-type: none"> • Students will be stronger and effective team members 	Diversity Asst. Dean	Participants Survey
The participation of women and under-represented students in interdisciplinary programs, Learning Center and International programs will be increased.	<ul style="list-style-type: none"> • Increase in program diversity • Improvement in learning culture 	Program Directors	Number of participants
Department must ensure that all students receive equal treatment in the classroom.	<ul style="list-style-type: none"> • All students will receive equal treatment in the classroom 	Department Chairs	Student survey
Require that each engineering student take a course in the general education core that focuses on cultural difference and race issues.	<ul style="list-style-type: none"> • Positive attitude and improved relations between races 	Department Chairs	Student survey
Plan curriculum changes with departments to ensure effective diversity component.	<ul style="list-style-type: none"> • Department commitment to effective diversity component of undergraduate requirement 	Committee and Diversity Assist. Dean	Direct measure
Develop pedagogical techniques that take into account the different styles of learning in a multi-cultural engineering classroom.	<ul style="list-style-type: none"> • Increase effectiveness in teaching and learning. 	Department chairs and Diversity Assist. Dean	Student survey