

## IDENTIFYING OUR MISSION, VISION AND GOALS

### WHAT SHOULD BE THE BASES OF OUR COMMITTEE'S MISSION, VISION AND GOALS?

Our Committee may derive our mission, vision and goals from our existing Diversity Framework and Strategic Plan. Four dimensions that provide a context for developing the 2004-09 Diversity Strategic Plan of Penn State University (<http://www.equity.psu.edu/Framework>) are outlined as follows:

#### Campus Climate and Intergroup Relations

**Challenge One:** "Developing a Shared and Inclusive Understanding of Diversity"

**Challenge Two:** "Creating a Welcoming Campus Climate"

#### Representation (Access and Success)

**Challenge Three:** "Recruiting and Retaining a Diverse Student Body"

**Challenge Four:** "Recruiting and Retaining a Diverse Workforce"

#### Education and Scholarship

**Challenge Five:** "Developing a Curriculum That Fosters Intercultural and International Competencies"

#### Institutional Viability and Vitality

**Challenge Six:** "Diversifying University Leadership and Management"

**Challenge Seven:** "Coordinating Organizational Change to Support Our Diversity Goals"

Along with these four dimensions outlined above are the **seven challenges** that go with each initiative in the framework. The 2004-2009 Diversity Strategic Plan of Penn State University and the seven challenges to strategic plan for diversity initiatives and can be illustrated graphically as follows:

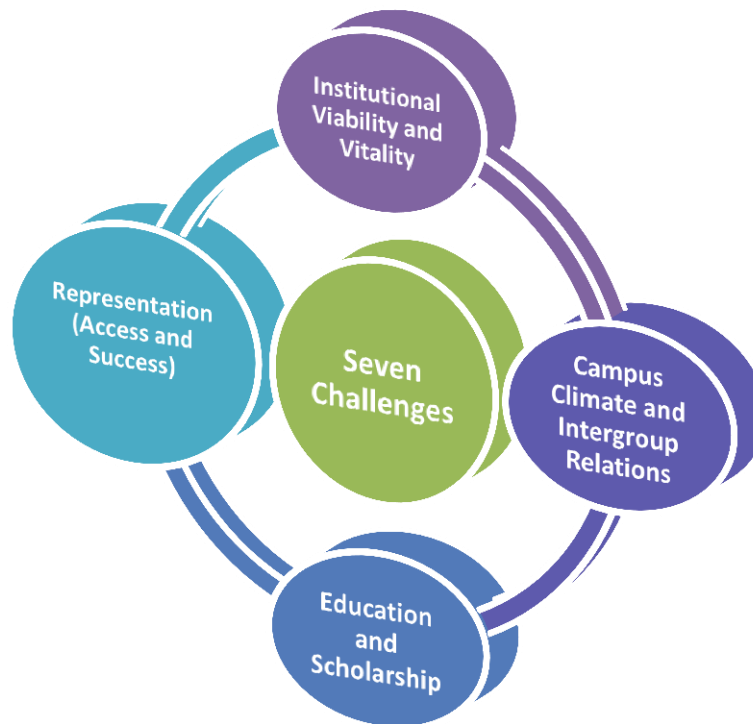
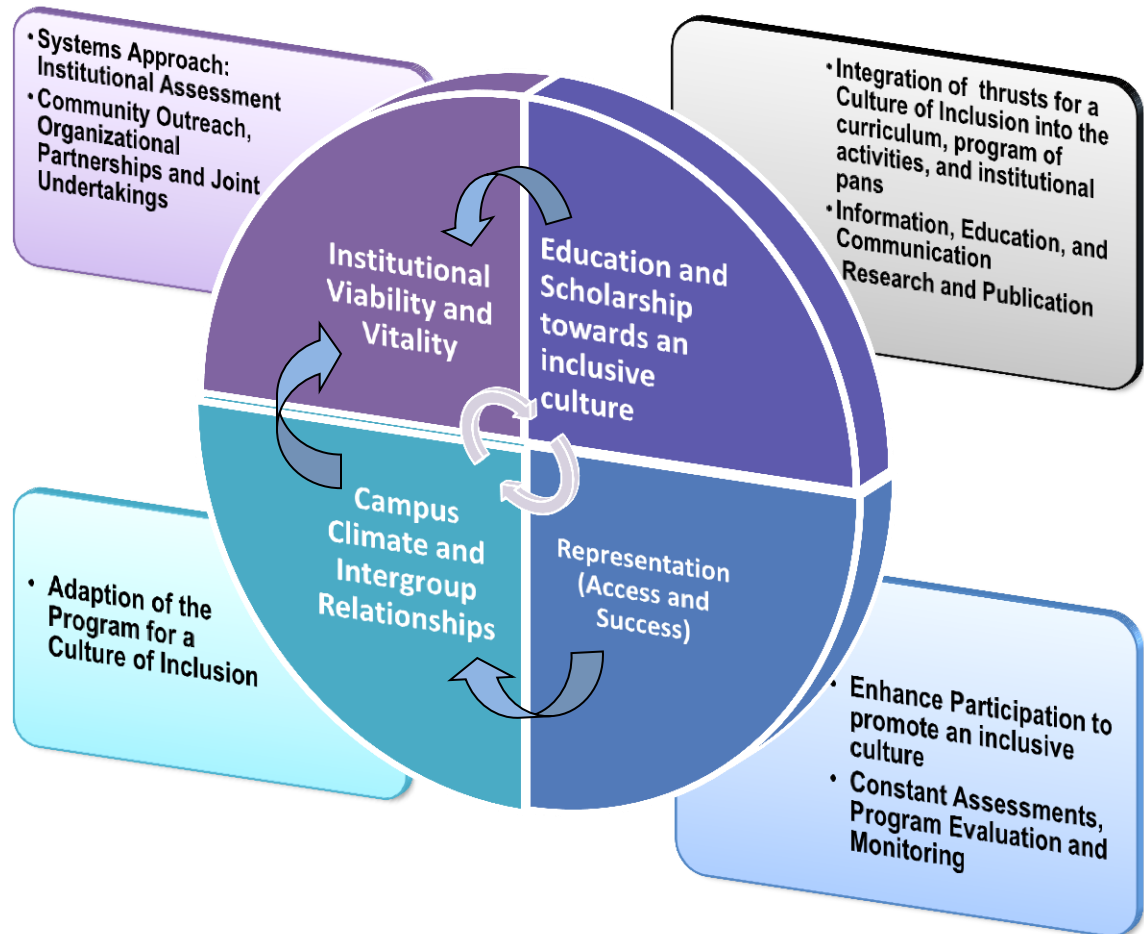


Figure 1: Based on 2003-2009 Diversity Framework: Strategic Plan and Identified Challenges

[/mam89/presented before the Diversity Affairs Committee/

**Envisioning a Synergistic Framework and Course of Action:  
Identifying Mission, Vision and Goals Embodied within the Framework  
And the Major Thrusts and Activities to Address Challenges to Diversity Initiatives**

Based on the University's existing diversity framework, our Committee may envision a synergistic approach to our diversity framework and course of actions that shall address the seven challenges identified within the Diversity Framework and Strategic Plan. It could be graphically presented as follows:



**Figure 2: Synergistic Framework and Course of Actions  
(Mission, Vision and Goals Identified through Existing Diversity Framework and Strategic Plan)**

Through a more synergistic vision to the framework, our Diversity Committee here at Penn State Hazleton could adopt a more focused, systemic and highly pro-active approach towards our Diversity Committee's mission, vision, and goals. The principle of synergy -- the working together of two or more people, organizations, or things, to achieve results that could be greater than the sum of their individual effects or capabilities—is practical and strategic. Thus, our goals and thrusts must come together in a synergistic fashion so we can achieve results far greater than each of the individual plan, thrust or goal within the framework.

Figure 3 below is a matrix that identifies and outlines the major thrusts and activities vis-à-vis major goals identified in the existing diversity framework. These major thrusts and activities shall address the seven challenges to the strategic plan within the diversity framework.

### Summary of Thrusts and Activities vis-à-vis Diversity Goals

Goals Based on Framework And Identified Challenges	Summary of Major Thrusts/Activities to Achieve Goals and Address Challenges to the Strategic Plan
<p><b>Maintain and/or Enhance Campus Climate and Intergroup Relations</b>            Challenge One: “Developing a Shared and Inclusive Understanding of Diversity”            Challenge Two: “Creating a Welcoming Campus Climate”</p>	<ul style="list-style-type: none"> <li>▪ <b>A Program for a Culture of Inclusion</b></li> </ul>
<p><b>Strengthen Institutional Viability and Vitality</b>            Challenge Six: “Diversifying University Leadership and Management”            Challenge Seven: “Coordinating Organizational Change to Support Our Diversity Goals”</p>	<ul style="list-style-type: none"> <li>▪ Scholarly thoughts suggest <b>Systems Approach: Organizational Assessment.</b></li> <li>▪ <b>Community Outreach Program</b> to support Diversity Programs, enhance recruitments and implement IECs off-campus.</li> </ul>
<p><b>Revitalize Education and Scholarship</b>            Challenge Five: “Developing a Curriculum That Fosters Intercultural and International Competencies”</p>	<ul style="list-style-type: none"> <li>▪ A suggestion to do research—to study and strategize the <b>integration of Diversity into the curriculum</b> (i.e., Ethics, Philosophy and Values).</li> <li>▪ <b>Information, Education, and Communication (IEC)</b> activities to foster awareness, knowledge and understanding of the Culture of Inclusion on-campus and off-campus community.</li> <li>▪ <b>Research/studies on diversity and publication of results (We may start with our Diversity Manual).</b></li> </ul>
<p><b>Promote Equal Representation</b>            (Access and Success)            Challenge Three: “Recruiting and Retaining a Diverse Student Body”            Challenge Four: “Recruiting and Retaining a Diverse Workforce”</p>	<ul style="list-style-type: none"> <li>▪ Current scholarly thoughts suggest that Diversity initiatives must go beyond quota-seeking initiatives. <b>The program for a culture of inclusion may address this issue.</b></li> <li>▪ Development of activities, adaption of strategies and policies that could enhance <b>Participation</b> of recruited staff, faculty and students</li> <li>▪ <b>Annual Organizational and Diversity Program Assessments and Monitoring</b></li> </ul>

Figure 3: Matrix of the Summary of Thrusts/Activities vis-à-vis Major Goals