Deans

Architecture, Art and Planning
COMPOSITION -- Undergraduate Students, Graduate and Professional Students
- Increase recruitment and enrollment of undergraduate and graduate URM students by utilizing broader pipelines for improved communication, identifying and accessing recruitment opportunities in select cities, communicating proactively with URM applicants during application and yield processes, and expanding URM hosting efforts and on-campus events.

COMPOSITION -- Undergraduate Students, Graduate and Professional Students
- Assess the effectiveness of current recruitment and yield efforts on increasing the recruitment and enrollment of underrepresented undergraduate and professional master's degree students, and research admissions practices of peer institutions for the purpose of developing more effective URM recruitment, selection, and yield strategies for 2015 - 2016.

ENGAGEMENT -- Undergraduate Students, Graduate and Professional Students
- Support leadership and professional development opportunities for URM and first generation students by strengthening the membership and organizational structure of the Cornell Chapter of the National Organization of Minority Architects (NOMAS) and the Movement Organization of AAP (MOAAP).

INCLUSION – Tenure-track Faculty
- Increase awareness of diversity and promote a culture of inclusion by encouraging faculty to complete Respect@Cornell, and by following up with focused diversity discussions for faculty during department faculty meetings.

ACHIEVEMENT -- Undergraduate Students
- Continue to strengthen AAP’s partnership with Cornell’s Learning Strategies Center, and better understand the factors contributing to the success of this partnership in order to maximize its effectiveness and identify opportunities for expansion and/or increased collaboration.

Arts and Sciences
COMPOSITION -- Tenure-track Faculty
- Faculty Diversity Task Force Report to the College.

COMPOSITION -- Tenure-track Faculty
- Target-of-opportunity hiring initiative.

COMPOSITION, ACHIEVEMENT – Postdocs
- Select post-doctoral fellows from URM populations to participate in Society for the Humanities seminar.
COMPOSITION, ACHIEVEMENT – Undergraduate Students
- Posse Undergraduate College Access and Leadership Program, supporting a select multicultural cohort group from the Chicago area.

INCLUSION, ACHIEVEMENT – Undergraduate Students
- Mindset Intervention program to strengthen pre-enrollment orientation for disadvantaged students.

ACHIEVEMENT – Undergraduate Students
- Mellon Mays Undergraduate Fellowship Program to support the development of research skills that can encourage URM students to pursue graduate studies.

College of Agriculture and Life Sciences
COMPOSITION -- Undergraduate Students
- Increase percentage of Native American students in CALS through relationships with targeted high school and higher education institutions; work with American Indian program for NYS students & Land Grant Institutions for transfers.

COMPOSITION -- Undergraduate Students CALS
- Increase the international undergraduate student population. Develop transfer programs, exchange programs, and CALS Visiting Fellows program.

COMPOSITION -- Graduate & Professional Students, Tenure-track Faculty, Administration & Non-Academic Staff
- Provide grants for department-based and faculty-led diversity recruitment initiatives, advertising availability of resources.

INCLUSION -- Tenure-track Faculty Administration & Non-Academic Staff
- Actively recruit nominees for CALS Diversity Award.

INCLUSION -- All
- Create focused communication and outreach around CALS diversity efforts.

ACHIEVEMENT -- Undergraduate Students
- Expand summer internship opportunities for URM students & include students in networking/development sessions for all underrepresented students.

Computing and Information Science
COMPOSITION -- Tenure-track Faculty
- Undertake a program of actions aimed at increasing the number of URM and women faculty. Also aim to increase the number faculty of Asian origin. Elements of the program include: diversity oversight for searches; search committee training; and mentoring and resource programs to support hiring and retention.

COMPOSITION, ACHIEVEMENT -- Undergraduate Students
- Continue a program of actions aimed at increasing the number of women and URMs in our undergraduate programs.

ENGAGEMENT, INCLUSION -- Graduate & Professional Students
- Expand graduate student orientation for Ph.D. students by using interactive theater to bring an awareness of impacts of micro-aggressions, implicit bias, stereotype threat, and tokenism. Enable Ph.D. students to serve as agents of positive change in the engineering and computational science learning environments.
INCLUSION -- Undergraduate Students
- Undertake a program of actions aimed at improving the climate for URM and women students. Elements of the program include a training program for Computer Science undergraduate TAs and course consultants, including exposing implicit bias issues.

INCLUSION -- Administration & Non-Academic Staff
- Staff will participate in Cornell Interactive Theater Ensemble (CITE) and the "Your Story, My Story" program with focus on communication (intent/impact) and unconscious bias. Staff will be encouraged to identify a diversity topic to explore in their performance dialogue development plans. We will also promote faculty/staff interaction through a joint volunteer community service activity.

Continuing Education & Summer Sessions
COMPOSITION -- Administration & Non-Academic Staff
- Recruit, retain, and promote diversity in faculty and staff. Develop new recruiting strategies, networking, and career opportunities to promote diversity.

COMPOSITION -- Off-Campus Constituents
- Maintain and increase diversity in Summer College and other programs. Maintain and expand pipelines to targeted local, regional, national, and international communities and nations. Increase the number of diverse high schools and colleges represented.

COMPOSITION, ENGAGEMENT -- Undergraduate Student, Graduate & Professional Students
- Establish broader pipelines to Cornell colleges and professional schools. Identify and reach out to colleges and pre-professional schools not represented in current offerings.

INCLUSION -- Tenure-track Faculty, Administration & Non-Academic Staff
Off-Campus Constituents
- Improve multicultural competency through Respect@Cornell and classes that promote co-curricular study and engagement. Clarify and formalize availability of more flexible work schedule and mode for better support of work and life balance.

INCLUSION -- Off-Campus Constituents
- Maintain and increase purchases made from diverse suppliers.

ACHIEVEMENT -- Administration & Non-Academic Staff, Off-Campus Constituents
- Support career development offerings by professional students by developing and marketing new on-campus and online learning offerings.

College of Engineering
COMPOSITION -- Tenure-track Faculty
- Undertake a program of actions resulting in increasing the number of URM and women faculty. Elements of the program include: diversity oversight for searches; search committee training; lines held for targets of opportunity; proactive addressing of retention challenges; and support for mentoring and resource programs.
COMPOSITION, ENGAGEMENT, ACHIEVEMENT -- Graduate & Professional Students

- Support for three-year Cornell Sloan and Colman fellowships for entering Ph.D. students in Engineering and related graduate fields. Provide fellows with access to faculty and peer mentoring, and community, academic, professional and leadership development programming. Implement a targeted recruitment strategy developed in partnership with the Graduate School's Office of Inclusion and Professional Development. Support the 2014 Graduate Horizons program, which is a competitive graduate school admission workshop for Native American college students and college graduates.

ENGAGEMENT, INCLUSION -- Tenure-track Faculty Administration & Non-Academic Staff

- Host an all staff meeting with the Dean in Fall 2014 focused on opportunities for personal and professional development. Host a social event following the all staff meeting. Host a joint staff and faculty meeting in Spring 2015 featuring Cornell Interactive Theater Ensemble (CITE) and the "Your story, my story" program.

ENGAGEMENT, INCLUSION -- Graduate & Professional Students

- Expand graduate student orientation for Ph.D. students by using interactive theater to bring an awareness of impacts of micro-aggressions, implicit bias, stereotype threat, and tokenism. Enable Ph.D. students to serve as agents of positive change in the engineering learning environment.

ACHIEVEMENT -- Undergraduate Students

- A series of research proven interventions will be implemented with the goal of increasing the retention rate of URM and first generation undergraduates in the college of engineering to a rate equal to the overall student population. Key elements are spatial visualization during PSP, enhanced tutoring in courses needed to affiliate to engineering majors and support for summer math courses, coupled with collaborative learning groups and research.

Graduate School

COMPOSITION -- Graduate & Professional Students

- Support graduate fields to develop relationships with strategic partners, and foster exchange of information among fields related to partnership relationships.

ENGAGEMENT -- Graduate & Professional Students, Postdocs and Academic Professionals

- Continue to develop, offer, refine, and evaluate a series of professional development programs addressing the various phases of graduate/professional student/post doc progression, focusing particularly on underrepresented students in terms of race and ethnicity, first-generation college students, and women.

ENGAGEMENT, INCLUSION -- Graduate & Professional Students

- Conduct a needs assessment regarding the inclusion and engagement of LGBTQ graduate students at Cornell. Develop, implement, and evaluate programs in response to this needs assessment.

ENGAGEMENT, INCLUSION -- Graduate & Professional Students

- Conduct a needs assessment regarding the inclusion, engagement, and achievement of graduate students at Cornell who are military veterans (with a focus on U.S. military). Develop, implement, and evaluate programs in response to this needs assessment.
ACHIEVEMENT -- Graduate & Professional Students

- Continue and deepen the discussion of academic metrics for women, URMs, and international students among DGSs. Conduct analysis and write a report regarding attainment of achievement indicators for different groups of students related to median time to degree, attrition time and rates, completion time and rates, time to A exam, self-reported student survey data (doctoral experience, exit) and other appropriate indicators, including analysis by broad discipline. The report will be discussed at the Fall ’14 meetings with Directors of Graduate Studies, and will inform the development and design of future professional development and academic support programs through the Graduate School.

School of Hotel Administration

COMPOSITION -- Tenure-track Faculty, Administration & Non-Academic Staff

- Recruitment and hiring of underrepresented minorities for faculty and staff positions: (1) Develop a pipeline for recruiting underrepresented populations and (2) partner with Cornell central recruiting to create strategies for attracting a more diverse applicant pool.

COMPOSITION -- Undergraduate Students, Graduate and Professional Students

- Recruitment selection of URM students: (1) Visit select multicultural high schools to increase targeted pipelines of URM applications and yield rate; (2) build relationships with high schools and community based organizations, and invite select students to a campus open house; and (3) employ targeted recruiting strategies to increase targeted pipelines of URM Master of Management in Hospitality (MMH) applications.

COMPOSITION -- Undergraduate Students, Tenure-track Faculty, Administration & Non-Academic Staff

- Veteran outreach: Develop strategies to attract veterans to the school—students and staff.

INCLUSION -- Off-Campus Constituents

- Suppliers (1) Whenever possible, contract with suppliers that represent underrepresented populations and (2) partner with central purchasing.

INCLUSION -- Tenure-track Faculty Administration & Non-Academic Staff

- Education and conversation: Create a more inclusive environment at the School of Hotel Administration by providing faculty and staff with educational and training programs.

College of Human Ecology

COMPOSITION -- Undergraduate Students

- Develop an undergraduate URM and/or First Generation pipeline pilot with Santa Monica Community College. Build a model that can be replicated at other community colleges with significant enrollment of target population.

ENGAGEMENT -- Undergraduate Students

- Participate in the expansion of the university’s Intergroup Dialogue Project by providing funding for an additional TA to serve the program. With college support for a teaching assistant in the program, CHE can become a partner in this already highly-successful program with a proven track record.
ENGAGEMENT -- Undergraduate Students
- Building on our 13/14 initiative to enhance CHE standard undergraduate course evaluation to collect and provide data to course instructors about the climate of diversity and inclusion in the classroom, this year we will pilot the questions in introductory courses in the Fall of 14 and expand to include all courses by the Fall of 2015.

INCLUSION -- Undergraduate Students, Graduate & Professional Students
- Develop and implement an awareness program for faculty and instructors to understand the process and services available to assist students with disabilities. Develop a guide and share with CHE faculty. Develop appropriate administrative support for faculty to meet accommodations requirements.

INCLUSION -- Administration & Non-Academic Staff
- Engage staff including supervisors/managers in "Snip-Its Video trainings" across CHE - in a lunch and learn session revolving around the topics of race, gender, disability and veterans. Each video will be followed by a debriefing discussion utilizing trained facilitators from Cornell Interactive Theater Ensemble (CITE) or other trained facilitators.

INCLUSION, ACHIEVEMENT -- Undergraduate Students, Graduate & Professional Students
- Mindset intervention: As part of a university wide effort we will work with a team of psychology and education researchers to develop brief exercises, or "interventions" for incoming freshman, consisting of short reading and writing activities in which students learn about older students' experiences coming to college and reflect on their own transition in specific ways.

ILR School
COMPOSITION -- Undergraduate Students
- Continue to consider how we can increase the number of freshman and transfer applicants from low income families, especially among URM groups. Identify socio-economic diversity and measures that could be used to increase diversity; implement feasible measures.

COMPOSITION -- Tenure-track Faculty
- Continue to take steps to ensure the presence of URM and female candidates in pool of finalists for tenure track faculty.

INCLUSION -- Undergraduate Students
- Focus on "economic diversity" as a vehicle for (a) helping first-generation college students (FGCs) and other students from families with limited financial means feel a sense of "belonging" and comfort at Cornell, (b) removing perceived barriers to their success at Cornell, and (c) initiating conversations about "privilege" that will touch on all aspects of diversity.

INCLUSION -- Administration & Non-Academic Staff
- Explore opportunities for creating an inclusive environment for ILR staff through educational programs focusing initially on issues related to sexual harassment, race, and age.

ACHIEVEMENT -- Undergraduate Students
- Consider how to increase URM participation in a variety of undergraduate academic programs: Global Scholars Program; Study Abroad/international exchange programs; Dean’s list; Honor’s Theses.
Johnson Graduate School of Management

COMPOSITION -- Graduate & Professional Students

- Maintain or increase the percentage of URMs and women in the 2 year MBA program; expand pipelines, focusing on marketing campaigns, improving recruiting and yield activities.

COMPOSITION, INCLUSION -- Off-Campus Professionals

- Develop a database with potential speakers who are women and/or from URM or LGBT communities. The database will serve AAD and other needs as well.

ENGAGEMENT, INCLUSION -- Graduate & Professional Students, Tenure-track Faculty, Administration & Non-Academic Staff

- Incorporate diversity and inclusion in the MBA curriculum and experience through focus on community activities, curriculum, intranet, leadership program, ODI Award, & Johnson communications.

ENGAGEMENT, INCLUSION -- Graduate & Professional Students, Tenure-track Faculty, Administration & Non-Academic Staff

- Facilitate climate study and develop new diversity and inclusion strategic plan (this was postponed from FY2014).

ENGAGEMENT, ACHIEVEMENT -- Graduate & Professional Students

- Develop support mechanisms, especially for women and international students; develop and present new leadership programming for Forte and other women students; continue to build support for URM students.

Law School

COMPOSITION -- Tenure-track Faculty

- Increase diversity of African-American and Hispanic faculty. Identification of new recruitment methods, including: faculty appointments committee member responsible for identification of URM candidates; expansion of Visiting Assistant Professor program; program to pursue URM clinical teachers; consideration of diversity in selection of adjunct faculty; assessment of quality of life/climate for URM and women faculty.

COMPOSITION -- Tenure-track Faculty

- Promote opportunities for women and URMs to enter law school academia. Possible strategies: expansion of Visiting Assistant Professor program; creation of program to pursue URM clinical teachers, particularly Cornell alumni; creation of Junior Practitioner in Residence Program for young practicing URM lawyers; identification of potential candidates among URM students from past Cornell Law School classes; conference for emerging scholars from diverse backgrounds.

COMPOSITION -- Graduate & Professional Students

- Increase the percentage of URM students who matriculate. Utilize alumni of color for targeted recruitment; increase academic support for all students.

INCLUSION -- Graduate & Professional Students

- Investigate climate of the Law School community as it relates to racial, ethnic, and gender diversity. Discuss assessments completed in 2012-13 and offer solutions to issues uncovered. Work to implement assessment every 2-3 years.
ACHIEVEMENT -- Graduate & Professional Students

- **Promote improved academic performance and bar passage rates for URMs.** Suggestions include: making permanent the Academic Support Director’s position; earlier identification and outreach to students struggling academically; scholarships for bar review course; bar review course for academic credit.

ACHIEVEMENT -- Graduate & Professional Students, Extended Community

- **Support and increase professional achievement and development opportunities for URM graduating students and alumni.** Develop strategies for maintaining positive relationships with alumni of color and greater participation of URMs at alumni events.

Library

COMPOSITION -- Administration & Non-Academic Staff

- **Partner with the Office of Workforce Diversity to host a roundtable discussion about recruiting and retaining women veterans in our workforce.**

COMPOSITION -- Administration & Non-Academic Staff

- **Encourage leaders and other academics who attend professional conferences to recruit on behalf of CUL.** Expect they will take business cards and other CU materials and network with URMs, foster relationships and encourage them to apply for CUL positions.

ENGAGEMENT, INCLUSION -- Undergraduate Students, Graduate & Professional Students, Tenure-track Faculty, Administration & Non-Academic Staff

- **The Library is working on a 1.2 million dollar endowment to continue to cultivate the Human Sexuality Collection and continuing to grow collections in diverse areas including Afro-American culture and history.**

ENGAGEMENT -- Undergraduate Students, Graduate & Professional Students, Tenure-track Faculty, Administration & Non-Academic Staff

- **Offer a fellowship to an incoming African American grad student who will be entering the Africana Studies & Research Center PhD Program.** The goal is to have this student act as an outreach liaison to faculty in Africana Studies as well as promote the Library among students and assist with the sesquicentennial online exhibit.

INCLUSION -- Administration & Non-Academic Staff

- **Conduct interviews with current URM staff to gauge the climate from their perspective within CUL and their individual units.**

College of Veterinary Medicine

COMPOSITION -- Administration & Non-Academic Staff

- **Continue the Licensed Veterinary Technician (LVT) pipeline initiative with 2 and 4 year NYS programs targeting diverse student populations.** Continue to engage with CVM Deans and Veterinary Technician Program Directors and Career Service offices at targeted schools to establish opportunities to partner and ultimately augment quality and diversity of LVT talent pool. We will also expand outreach to neighboring states and to Veterinary Technician programs near historically black colleges and universities. In partnership with CVM preceptorship program, we will discuss and entertain the notion of reserving a specific number of seats for URM applicants. We will continue our efforts in building a partnership with Veterinary Technician National Exam testing centers.
COMPOSITION -- Graduate & Professional Students

- Utilize Graduate School Recruitment Grant entitled “Increasing Diversity among BBS Graduate Students” to expand marketing and outreach to prospective URM students with an aim to increase URM applications to the Biological and Biomedical Science Graduate Program for the 2015-16 admissions cycle.

ENGAGEMENT, INCLUSION -- Off-Campus Constituents

- High School Feeder Program to encourage high achieving URM and low income high school students to consider veterinary medicine though partnership with high school; sponsored visits to campus for selected students.

ENGAGEMENT, ACHIEVEMENT -- Graduate & Professional Students

- Utilizing the Minority Alumni Mentoring Program and the database of minority veterinary alumni, seek alum involvement in a panel discussion of 4 alums sharing their career pathway choices with a faculty moderator and a networking session following to discuss various topics of interest to the current veterinary students. Co-sponsor the sessions with College student organizations. Videotape these events to post on the College's diversity website.

INCLUSION -- Off-Campus Constituents

- Identify potential opportunities to increase the amount of diversity spend based on commodities purchased and availability of diverse suppliers. Establish a goal to increase spending with diverse suppliers where feasible.

INCLUSION -- Administration & Non-Academic Staff

- Engage a core group of supervisors/managers in "Snip-Its Video trainings" across CVM - a quarterly lunch and learn session revolving around the topics of race, gender, disability and veterans. Each video will be followed by a debriefing discussion utilizing trained facilitators from Cornell Interactive Theater Ensemble (CITE).

Vice Presidents

Office of Alumni Affairs and Development

COMPOSITION -- Administration & Non-Academic Staff

- The AA&D Diversity Council will continue to improve recruitment tools and will also identify hiring methodologies to ensure cross-cultural competency of new staff.

ENGAGEMENT -- Extended Community

- The AA&D Diversity Council will identify an alumni engagement and related fundraising opportunity to help expand the University’s engagement within a diverse segment of our alumni, parents and friends constituent groups.

INCLUSION -- Administration & Non-Academic Staff

- The AA&D Diversity Council will develop a range of training opportunities for defined groups, including the senior leadership team, program managers and full staff events, to help them to understand the value of diversity, utilizing a theme to examine how bias, difference and inclusion play out in daily work life; and identify concrete actions that support an environment of inclusion.
INCLUSION -- Administration & Non-Academic Staff

- The AA&D Diversity Council will utilize an over-arching theme of gender to increase the effectiveness of our program of regular internal communications which will improve multicultural competency and communication across differences and encourage commitment from all levels of the organization.

INCLUSION -- Off-Campus Constituents

- AAD Administrative Services will increase purchasing from minority owned businesses.

Division of Facilities Services

COMPOSITION -- Administration & Non-Academic Staff

- Increase the Pipeline Diversity for targeted Facilities job families via the Facilities Services Career Exploration Event.

ENGAGEMENT -- Administration & Non-Academic Staff

- Engage staff in Understand to Overcome (U2O.org) and broaden awareness through a 3-part video and facilitated discussion learning series; target supervisors and individual department participation.

INCLUSION -- Administration & Non-Academic Staff

- Develop a "Just in Time" Toolkit on Disability Accommodations and integrate into Supervisory Management Training Program and broaden awareness of disability issues.

ACHIEVEMENT -- Administration & Non-Academic Staff

- Host a series of Career Development Workshops designed in partnership with HR to communicate opportunities for job growth and professional advancement for all groups within Facilities Services.

ACHIEVEMENT -- Administration & Non-Academic Staff

- Establish Networking and Mentoring opportunities and events for participants from the Career Development Workshops to connect with colleagues in order to gain perspective on professional development opportunities.

Division of Financial Affairs & Information Technology

COMPOSITION -- Undergraduate Students

- Continue to develop and implement summer intern program.

INCLUSION -- Off-Campus Constituents

- Continue working with diverse suppliers to increase spend and with the targeted diverse suppliers, meet business growth goals.

INCLUSION -- Administration & Non-Academic Staff

- Execute division-wide diversity training designed to broaden awareness. The plan for next year is to continue to move forward with the concepts learned in the sessions this year to incorporate to a larger degree the concepts of micro-inequities and unconscious bias.

INCLUSION -- Administration & Non-Academic Staff

- Continue to develop and expand communications strategy to increase diversity awareness, highlight achievements, improve climate, encourage participation. One of the first items that will be reviewed is the metrics for the website and a review of the historical communication activities to determine the enhancements needed.
ACHIEVEMENT -- Administration & Non-Academic Staff

- Continue with informal mentoring pilot to assist in developing career paths, and evaluate participant feedback. Continue to roll out formal mentoring pilot across applicable departments.

Division of Human Resources and Safety Services

COMPOSITION -- Administration & Non-Academic Staff

- Work collaboratively with HR Council to provide unconscious bias training for all of HR&SS staff.

ENGAGEMENT -- Administration & Non-Academic Staff

- Continue outreach to the division on diversity best practices and the work coming out of the HR&SS Diversity Council by creating a best practices blog to be maintained by the HRSS community, developing messaging, and informing an annual update.

ENGAGEMENT -- Undergraduate Students, Administration & Non-Academic Staff

- In an effort to bridge staff and students more effectively, create engagement opportunities with URM student groups.

ENGAGEMENT – Undergraduate Students

- Work with Victor Younger (SAS DC) to connect staff mentors to black male undergraduates to create pipeline and support increase in graduation rates in that population, collaborating with IRP data.

INCLUSION -- Administration & Non-Academic Staff

- Create a half-day symposium with the Library Diversity Council on women veteran issues. We will use this symposium as a platform to gather information and further understand issues that impact women veterans.

Division of Student and Academic Services

COMPOSITION -- Administration & Non-Academic Staff

- Develop strategies for recruitment efforts to increase diversity, explore staff attrition, and develop retention strategies for underrepresented minorities and non-majority demographic populations.

ENGAGEMENT, INCLUSION -- Undergraduate Students

- Work collaboratively with the senior staff/supervisors of SAS units, SAS senior directors, SAS-HR to develop a baseline curriculum that will include appropriate, and when needed customized, trainings, activities and learning goals for all student employees.

ENGAGEMENT -- Administration & Non-Academic Staff

- Continue to increase multicultural competency and bias education of SAS staff by compiling and sharing results of survey of available diversity training. Encourage all areas of SAS to include the two annual diversity experiences in the Performance Dialogue process.

INCLUSION -- Administration & Non-Academic Staff

- Develop and implement communication strategies throughout SAS to increase knowledge and awareness of, and competency working with diverse populations at Cornell. Promote awareness of and attendance at diversity events through highlights in division-wide communications and tagging on the Cornell Events Calendar. Continue advising the SAS Diversity Council regarding communications to SAS.
ACHIEVEMENT -- Undergraduate Students
- Elevate retention of Black men to parity with all Cornell students; identify and research effective retention strategies; seek feedback from black men about their success; encourage institutional implementation of identified successful practices to support an environment in which students thrive and achieve.

Division of University Relations
COMPOSITION, ACHIEVEMENT -- Administration & Non-Academic Staff
- Develop a new rewards and recognitions program for our division to help increase the diversity of awardees. All nominees will be recognized at our division meetings.

ENGAGEMENT -- Administration & Non-Academic Staff
- Work on an upcoming radio campaign called the Town-Gown 150 that can include stories of past and current CU diversity and equity efforts.

ENGAGEMENT -- Administration & Non-Academic Staff
- A mentoring program for a group of Meinig National Scholars, who have “adopted” the Southside Community Center, and are working with guidance from committee member(s) - with students from low-income households on various projects.

INCLUSION -- Administration & Non-Academic Staff
- Improve multicultural competency by screening "Race: The Power of an Illusion,” followed by speaker-led discussion.

ACHIEVEMENT -- Administration & Non-Academic Staff
- All racial/ethnic minorities and women will have the opportunity to attend a leadership training event w/in a 3 year window.

Weill Cornell Medical College
COMPOSITION --- Graduate & Professional Students
- Weill-Ithaca Summer Experience in Research (WISER): Increase pipelines of talented undergraduate students from disadvantaged and underrepresented backgrounds who enter medicine and biomedical research, through a longitudinal research mentorship and network experience.

COMPOSITION -- Graduate & Professional Students, Postdocs and Academic Professionals, Tenure-track Faculty
- Successful and Productive Academic Research Conference (SPARC): This conference provides an opportunity for students, trainees, and junior faculty who are conducting research in the fields of basic science, translational, clinical, community and policy to share their work with their peers.

COMPOSITION, ENGAGEMENT -- Graduate & Professional Students
- Develop diversity brochure to be given to all residency directors to share with their applicants. It will promote our commitment to diversity as a pillar of excellence and quality patient care.

COMPOSITION, ENGAGEMENT, INCLUSION -- Residents
- Build on residency recruitment efforts of the Minority House staff Committee (MHC) to establish a diverse house staff. This program has successfully increased the number of applicants and residents in the Dept. of Medicine. However, similar programs do not yet exist in other departments. Our initial focus will be the Dept. of Pediatrics.
COMPOSITION, INCLUSION -- Undergraduate Students, Graduate & Professional Students, Postdocs and Academic Professionals

- Establish a comprehensive diversity website to showcase efforts toward enhancing a culture of diversity and inclusion at the medical college. This website will build upon the current website (Office of Faculty Diversity) and integrate other diversity activities at neighboring institutions.

INCLUSION -- Graduate & Professional Students, Tenure-track Faculty, Postdocs

- Modify the "Avoiding Harassment and Discrimination in the Workplace" online course from TND 2013-2014 for students and post docs; expand the group of faculty required to complete the existing course to include the voluntary faculty.

INCLUSION -- Extended Community

- Enhance climate of inclusion for LGBT patients at Weill Cornell & NY Presbyterian Hospital (NYPH) through revised patient information materials in the NYPH inpatient setting that are more sensitive and inclusive with regard to sexual orientation and gender identity; facilitate and coordinate communication between electronic medical record systems.

ACHIEVEMENT -- Tenure-track Faculty

- Work with Human Resources and Legal Affairs to further investigate areas where there may be a significant difference in starting salary by gender.

Cornell Tech

COMPOSITION -- Graduate & Professional Students

- Degree programs in digital technologies fields have a dearth of women and students from under-represented groups. Our aim is to develop programs that over time have demographics that mirror that of the general population. This will come from a mix of increasing and broadening our applicant pool and improving our yield of targeted students.

COMPOSITION -- Tenure-track Faculty

- Women and under-represented minorities are particularly under-represented among the faculty in digital technologies and business fields. Our aim is to be above the national norms in each field by 2017 when the permanent campus opens and we have enough faculty to make percentages meaningful.

ENGAGEMENT -- Administration & Non-Academic Staff

- As we are growing rapidly we need to ensure that the organization is developing its desired culture of inclusion and excellence, including staff engagement and development.

ACHIEVEMENT -- Graduate & Professional Students

- One way of broadening participation in graduate level education is to consider students who do not have traditional formal education for a particular program, particularly in technical and business fields, where there are already few women and URM students with traditional undergraduate backgrounds. We have done some initial experiments in this regard which have made it clear that additional focused "skills" courses and support are important for ensuring success of such students in our programs.
Provost

Provost’s direct responsibilities
COMPOSITION -- Tenure-track Faculty
- In appointments of the academic deans, the provost will seek to increase the diversity of the academic leadership by managing nominating, interviewing, and selection activities.

Staff constituency in the provost’s area
INCLUSION - Administration & Non-Academic Staff
- Provide two training opportunities this year for provost-area staff, to focus on intercultural skills and knowledge.

ACHIEVEMENT -- Administration & Non-Academic Staff
- Support career development for provost-area staff through increased dialogue during performance evaluations and activities in support of career development through HR.

Vice Provost for Undergraduate Education
INCLUSION, ACHIEVEMENT -- Undergraduate Students, Graduate & Professional Students
- Increase faculty interest and participation in the Faculty Institute for Diversity, which brings faculty together for three days to engage in discussions and workshops exploring issues of diversity and inclusive teaching practices. Use the Institute as a vehicle on campus to increase support and best practices for the diverse classroom.

Vice Provost (Undergraduate Admissions and Financial Aid)
COMPOSITION -- Undergraduate Students
- Improve the recruitment, admission, and enrollment of first-year undergraduate ROTC students and develop strategies for recruiting new freshman to join ROTC.

Vice Provost for International Affairs
INCLUSION -- Administration & Non-Academic Staff
- Support accessible events planning. Last year we educated members of staff on inclusive practices around disability as it relates to the workplace, as well as to the hosting of educational events and visiting international delegations. We developed guidelines for accessible event planning. This year we would like to build on this initiative and work towards integration of our new guidelines into our event planning and management.

INCLUSION -- Administration & Non-Academic Staff
- Develop multicultural competency: Educate and develop staff in the area of multicultural competency using the following tools: a) Staff will participate in a common reading program using the book ‘Clash’; this will be discussed in facilitated gatherings throughout the year. b) Staff will participate in an interactive seminar about intercultural competence.

Vice Provost for Land Grant Affairs
INCLUSION -- Administration & Non-Academic Staff
- Improve communication and engagement with Cornell’s military community by providing an online guide to programs and services relevant to veterans and active military.
Vice Provost for Academic Affairs and Vice Provost for Land Grant Affairs

COMPOSITION -- Tenure-track Faculty

- Promulgate best practice guidelines that could be used by chairs when they are recruiting a dual career hire and where the partner needs placement outside of their own college. Improve the efficiency of the process so that dual career recruitments are more likely to be successful.

Division of Budget and Planning

COMPOSITION -- Administration & Non-Academic Staff

- Increase applicant pool (and thereby diversity of pool) for open positions.

ENGAGEMENT -- Administration & Non-Academic Staff

- Promote and attend one volunteer activity within the community as a division.

INCLUSION -- Administration & Non-Academic Staff

- Annual Education Event: Cornell Interactive Theatre Ensemble (CITE), an interactive theatre presentation and facilitated dialogue from multiple points of view to create a climate that builds inclusion and fosters collaboration. DBP will seek to partner with another office / unit to share the cost and to increase the opportunity for interaction and discussion.

INCLUSION -- Administration & Non-Academic Staff

- This initiative will address Inclusion by asking staff to individually view a video regarding diversity and inclusion.

INCLUSION -- Administration & Non-Academic Staff

- ADA - Inclusion: This initiative raises awareness and promotes positive attitudes towards Individuals with disabilities.

Research Division

COMPOSITION, ACHIEVEMENT -- Graduate & Professional Students

- Work with appropriate graduate fields to expand the population and advance success of graduates through training grants, lectures, seminars, workshops, career development and recruiting.

COMPOSITION -- Undergraduate Students

- Improve preparedness, quality, and diversity of students pursuing graduate education in STEM fields, and encourage them to consider Cornell. REU and other undergraduate summer research programs will target students from Primarily Undergraduate Institutions; institutions not included in Carnegie Classification’s categorized listing of RU/VH; and institutions with large populations of underserved students.

COMPOSITION -- Non-Academic Staff

- Work towards increasing the diversity of applicant pools and applicants interviewed in non-academic searches.

ACHIEVEMENT -- Off-Campus Constituents

- Cornell scientists and engineers will collaborate with Pre-K – 12 teachers to improve science education, particularly among underserved students, and will develop professional development opportunities for teachers.
ACHIEVEMENT -- Off-Campus Constituents

- Cornell instructors or researchers will provide accelerator-physics research opportunities for undergraduates at community colleges to encourage them to pursue STEM careers.

President

Collected units in the President’s area

COMPOSITION
Office of the Judicial Administrator -- Administration & Non-Academic Staff
- Continue using stretch opportunities to include more diversity in the JAO.

COMPOSITION, ENGAGEMENT
Investment Office -- Undergraduate Students, Graduate & Professional Students
- Broaden outreach to student groups across campus.

ENGAGEMENT
Office of the President, Judicial Administrator, Dean of Faculty, Ombudsman Office -- Administration & Non-Academic Staff
- Read the new Student Reading Project book, Clash of Civilizations Over an Elevator in Piazza Vittorio by Amara Lakhous. Participate in facilitated discussion with other units.

Ombudsman Office -- Undergraduate Students, Graduate & Professional Students, Tenure-track Faculty, Administration & Non-Academic Staff
- Continue to expand our outreach throughout the university community. Employ e-mail, personal appearance at university events like Benefair, new supervisors' training and the like.

Dean of Faculty -- Tenure-track Faculty
- Increase diversity of faculty, filling open seats on committees; encourage Elections and Nominations Committee to inform and encourage faculty with diverse backgrounds to participate on committees.

INCLUSION
Investment Office -- Administration & Non-Academic Staff
- Participate in online workshops and/or attend events on campus.

Office of the President, Judicial Administrator, Dean of Faculty, Ombudsman Office, Investment Office -- Administration & Non-Academic Staff
- Provide staff with training to improve multicultural competencies in order to interact with increasingly diverse groups.
Office of the President, Judicial Administrator, Dean of Faculty, Ombudsman Office, Investment Office -- Administration & Non-Academic Staff

- *Send email to staff on monthly basis alerting them to upcoming diversity events and lectures.*

Office of the Judicial Administrator -- Tenure-track Faculty, Administration & Non-Academic Staff

- *Training about LGBTQI issues.*

Office of University Counsel

**COMPOSITION -- Graduate & Professional Students**

- *Encourage minority/non-traditional Cornell Law students to apply for Law Clerk positions in the Office of University Counsel; devise ongoing pipeline for minority and non-traditional law students to work in the office.*

**ENGAGEMENT -- Administration & Non-Academic Staff, Academic Professionals**

- *Provide educational training and legal guidance in light of new laws and regulations regarding preventing and responding to sexual violence on campus. Meet with clients as appropriate, provide preventative counseling and education sessions, and provide written guidance as appropriate.*

**ENGAGEMENT -- Administration & Non-Academic Staff**

- *Read the new Student Reading Project book, Clash of Civilizations Over an Elevator in Piazza Vittorio by Amara Lakhous. Participate in facilitated discussion with other units, led by Vice Provost Laura Brown.*

**ENGAGEMENT -- Administration & Non-Academic Staff**

- *Participate as an office in United Way’s Day of Action.*

**INCLUSION -- Administration & Non-Academic Staff**

- *Provide staff with training to improve multicultural competencies in order to serve an increasingly diverse clientele.*