Deans

Architecture, Art and Planning

INCLUSION—undergraduate students

Create online communities to provide a safe space for students to engage in discussion and personal dialogue.

- **Outcomes**: An online community was created and all first generation AAP students who matriculated during 2012-13 were invited to join. Students were invited to test the site and provide feedback. 22% of invited students visited the site throughout the spring 2013 semester.
- **Future Plans**: Under replacement

ACHIEVEMENT—undergraduate students

Identify and support professional development opportunities in Architecture, Art and Planning specifically for students who may need additional guidance based on their backgrounds and/or limited exposure to such opportunities.

- **Outcomes**: AAP students attended the Men of Color Council Conference, Les Femmes Resistance, and NCORE.
- **Future Plans**: Under revision

COMPOSITION—undergraduate students

Increase recruitment and enrollment of multicultural students, in conjunction with Architecture, Art and Planning’s Admissions Office.

- **Outcomes**: While overall application numbers held steady, there was nearly a 13% increase in URM applicants. Admissions results indicate greater selectivity and higher yields -27 in 2012-13, compared to 25 in 2011-12. The prospective student applicant group benefitted from increased personalized attention throughout the application and yield process.
- **Future Plans**: Under Revision

INCLUSION—faculty

Ensure Architecture, Art and Planning faculty participation each year in the Cornell Faculty Institute for Diversity.

- **Outcomes**: Four faculty members attended from across all three AAP departments. AAP faculty participation constituted 19% of the university-wide total.
- **Future Plans**: Continuing

ACHIEVEMENT—undergraduate students

Better utilize Cornell’s Learning Strategies Center to assist with high-risk students.

- **Outcomes**: Students in need were required to meet with the Learning Strategies Center; all required students met with an LSC advisor. The majority posted significant
improvements to their spring semester grade point averages and credits earned. Student feedback was positive.
• **Future Plans:** Continuing

**Arts and Sciences**
**COMPOSITION—faculty**
*Create two faculty diversity hiring initiatives: by reserving faculty-renewal bridge funds to allow extra hiring for opportunities, including URM candidates, that appear in regular searches; and by reserving up to 10 positions for target-of-opportunity hires of tenured faculty, including URM candidates, outside regular searches.*
• **Outcomes:** 2 senior hires were made, with 3 offers pending; 25% of other hires were also from underrepresented groups.
• **Future Plans:** Continuing

**COMPOSITION, ACHIEVEMENT, INCLUSION—faculty, graduate students, undergraduate students**
*Enhance Africana Studies Research Center in three focal areas: adding new professorial faculty; implementing new Ph.D. graduate field; implementing new undergraduate curriculum for major and minor.*
• **Outcomes:** 4 senior hires have been made in 2 years; the new PhD field has been approved by Trustees and has moved on to further approval process.
• **Future Plans:** Continuing

**COMPOSITION—faculty, ACHIEVEMENT—post docs**
*Institute diversity postdoc fellowship program, funded by Mellon Foundation, which includes dissertation-plus-postdoctoral fellowships aimed at eventual faculty recruitment, with bridge funding for faculty appointments.*
• **Outcomes:** Applicants were excellent and the first hiring success was achieved.
• **Future Plans:** Continuing

**COMPOSITION, ACHIEVEMENT—undergraduate students**
*Initiate Posse Program, using the program to enhance college recruitment and advising/achievement for underrepresented students.*
• **Outcomes:** The first students were identified and will arrive on campus 08/13. Funding has been identified for almost 40 students.
• **Future Plans:** Continuing

**ACHIEVEMENT—undergraduate students**
*Support Mellon Mays program’s preparation of underrepresented students for graduate study.*
• **Outcomes:** Students were placed this year at Penn and Harvard/Berkeley.
• **Future Plans:** Continuing
College of Agriculture and Life Sciences

COMPOSITION—undergraduate students

*Increase the percentage of underrepresented students by further developing relationships with targeted high schools and higher education institutions, increasing emphasis on recruiting of Native American students by working with the American Indian Program to reach NYS students and with Land Grant Institutions to identify qualified transfer students.*

- **Outcomes:** An Admissions mailing was sent to underrepresented students in NYS (including 200 Native American students) highlighting the application fee waiver and encouraging them to consider CALS.
- **Future Plans:** Continuing

COMPOSITION—undergraduate students

*Increase international undergraduate students by further developing transfer programs, strategically developing exchange programs around the world, and facilitating the CALS Visiting Fellow program.*

- **Outcomes:** 1) There was a 23% increase in first year applications from students applying outside of US; 49 incoming students (7% of incoming class) are international, compared with 27 (4%) last year. 2) CALS Exchange hosted 40 visiting international students from 10 countries; in 2013-14 CALS Exchange will explore partnerships w/China, Argentina, and South Africa. The Brazil Science Mobility Program will be visiting students at CALS in 2013.
- **Future Plans:** Continuing

ACHIEVEMENT—undergraduate students

*Expand summer internship opportunities for underrepresented students and include these students in networking and development sessions for all underrepresented students.*

- **Outcomes:** Diversity interns were selected to work on climate change and 4H STEM programs, based on interest and compatibility with the research.
- **Future Plans:** Continuing

COMPOSITION—faculty, undergraduate students, graduate students, staff

*Provide grants for department-based and faculty-led diversity recruitment initiatives, advertising availability of resources.*

- **Outcomes:** Five projects have been funded between $3,000 and $5,000. A CALS workshop (01/14) will highlight results.
- **Future Plans:** Continuing

INCLUSION—faculty and staff

*Actively recruit nominees for the CALS Diversity Award.*

- **Outcomes:** Karim-Aly Saleh Kassam, Professor, Natural Resources, was the 2013 CALS Diversity recipient.
- **Future Plans:** Continuing
Computing and Information Science

ACHIEVEMENT—undergraduate students

*Encourage more women and underrepresented students to enroll in the computer science major by changing the language used to teach the foundational introductory programming course from Java to Python.*

- **Outcomes:** The change to Python in CS 1110 was implemented fall '12. Enrollments in CS 2110 have increased slightly among women and URM students (women: 30% compared to 28.4% in 2012; URM: 11.4% compared to 8.4% in 2012).
- **Future Plans:** Continuing

ACHIEVEMENT—undergraduate students

*Increase the number of women/underrepresented students expressing interest in Computer Science as entering freshmen.*

- **Outcomes:** Interest in Computer Science as a major among incoming freshman women increased from 17.7% to 23.1% in 2012-13, but fell from 27.1% to 23% among URM.
- **Future Plans:** Continuing

ACHIEVEMENT—undergraduate students

*Increase the number of women and underrepresented students majoring in statistics by adding a new actuarial science track to the Statistics major in the college of Arts and Sciences.*

- **Outcomes:** An Actuarial Science track was established in 2012-13, and DSS hosted three information sessions to recruit students. From 2012 to 2013, the percentage of women in the Statistics major increased from 42% to 49%.
- **Future Plans:** Continuing

INCLUSION—faculty

*Improve diversity, inclusion, and climate for faculty by working with the Office of Faculty Development and Diversity.*

- **Outcomes:** All CIS departments hosted faculty lunches with CU ADVANCE programs. 71% (5 of 7) Information Science faculty members attended; 88% (28 of 32) of Computer Science faculty members attended; 62% of DSS faculty attended.
- **Future Plans:** Completed and/or Institutionalized

INCLUSION—staff

*Improve diversity, inclusion, and climate for staff, utilizing Respect@Cornell and other programs.*

- **Outcomes:** 92% of CIS staff completed the mandatory workshop based on the management academy diversity module; 86% completed Respect@Cornell and facilitated discussions.
- **Future Plans:** Completed and/or Institutionalized
Continuing Education and Summer Session
COMPOSITION—extramural students
Maintain and expand pipelines to targeted local, regional, national, and international communities, and nations.

- **Outcomes:** The CCUSP program enrolled 50 UGRAD students from 5 Chinese universities, an increase from 23 students and 1 university one year ago. CESS participated in a university driven pilot project on close captioning and the first captioned on line course will go live by winter session 2014. Summer College overall scholarship funds increased by $10,000 in 2013.
- **Future Plans:** Continuing

ACHIEVEMENT—extramural students and undergraduate students
Identify and reach out to colleges and pre-professional schools not represented in our current offering.

- **Outcomes:**
- **Future Plans:** Continuing

INCLUSION—faculty, staff, extended community
Increase multicultural competency by offering classes that promote co-curricular study and engagement.

- **Outcomes:** Residential staff facilitated a basic diversity discussion with Summer College school students.
- **Future Plans:** Continuing

ACHIEVEMENT—professional students
Support career development offerings by our Professional Students.

- **Outcomes:**
- **Future Plans:** Continuing

COMPOSITION—faculty, staff
Recruit, retain, and promote diversity in faculty and staff.

- **Outcomes:** CESS successfully recruited Veterans and selected Veterans to interview for a vacant position.
- **Future Plans:** Continuing

College of Engineering
COMPOSITION—faculty
Undertake a program of actions that will result in increasing the number of underrepresented and women faculty, including search committee training, lines held back for targets of opportunity, including URM candidates, proactively addressing retention challenges, and support for mentoring and resource programs.

- **Outcomes:** 1) All promotion and tenure cases involving women were successful in FY13; no URM were up for promotion and tenure in FY13. 2) FY13 saw 10 searches, attracting 1,449 total applicants, of whom 257 (17%) were women and 45 (3%) were URM. 55
candidates were interviewed, of whom 12 (22%) were women and 5 (9%) URM. 21 offers were made, 5 (24%) to women and 3 (14%) URM.

- **Future Plans:** Continuing

**COMPOSITION**—undergraduate students

*Increase the overall enrollment of women and underrepresented undergraduates by adding staff support for diversity recruiting, continuing on and off campus recruitment programs, and expanding pipeline programs.*

- **Outcomes:** The percentage of admitted women and URM students rose respectively to 47% and 21% of the total applicant pool. Approximate composition of the first year class is 43% women and 15% URM. Over 270 students participated in the college's Diversity Hosting Weekends and Women in Engineering programs. The application and yield rate from the Fall Diversity Hosting Weekend respectively were 78% and 41%. The application and yield from the Fall Women in Engineering program respectively were 88% and 69%. At 58%, the yield rate of admitted students who participated in the Spring Diversity Hosting Weekend was significantly greater than the 36% yield for all admitted URM students. At 68%, the yield rate of admitted students who participated in the Spring Women in Engineering program was significantly higher than the 45% yield for all admitted women.

- **Future Plans:** Completed and Institutionalized

**INCLUSION**—undergraduate students

*Launch the Engineering Leadership Program, designed to develop students’ skills in self-awareness, communication, inclusive team-building, project management, creating and implementing a vision, and motivating others.*

- **Outcomes:** Stand-alone workshops, content added to design classes and ENGRG1050s, project team seminars, presentations for SWE and SASE, and other projects reached over 50% of the first year class and engaged over 300 other undergraduate and graduate students.

- **Future Plans:** Continuing, but not as a designated TND initiative

**INCLUSION**—faculty, staff, post docs and academic professionals

*Ask all faculty, staff, postdocs, and academic professionals to complete the Respect@Cornell training, and consider supplementing this training through a series of facilitated group discussions.*

- **Outcomes:** As of June 2013, approximately 20% of College of Engineering faculty and staff completed, or are in the process of completing Respect@Cornell. The plan for facilitated discussions was not implemented.

- **Future Plans:** Completed and/or Institutionalized

**ENGAGEMENT**—undergraduate students, graduate students, faculty, staff

*Develop an inclusive, college-wide communications plan to promote excellence in achievement, learning, and collaboration through diversity, including targeted presentations and meetings, the creation of a periodic internal benchmark survey, required assessments and discussions of climate, and the development of initiatives based on these activities.*
Outcomes: A communications plan was developed and initial steps implemented. A presentation covering key diversity metrics was developed. The Dean and Associate Dean met with faculty of every department; each department submitted a plan for supporting diversity. A new section focusing on the college TND plan has been added to the website.

Future Plans: Continuing as a new, student-focused initiative

Graduate School
COMPOSITION—graduate and professional students
Support the graduate fields in increasing targeted pipelines by assisting and stimulating their efforts to identify and evaluate potential academic partners and to develop or enhance pipeline relationships.

Outcomes: A resource survey (completed 11/12 with a response rate of 81%) found four graduate fields with partnership programs and others interested in programs. The position of Director of Recruitment was created and filled, in partnership with 2 Centers. The Graduate School will offer funding through a recruitment grant competition to assist fields in building partnership relationships.

Future Plans: Continuing

ENGAGEMENT—graduate and professional students, post docs
Enhance opportunities for career or professional development, and for campus and community involvement by developing a series of professional development programs addressing the phases of graduate/professional student/post doc progression, and advertising these opportunities to all students and post docs, with a particular effort to advertise to Student of Color organizations and to women's organizations.

Outcomes: The Graduate School began offering OIPD events, and advertising to Students of Color and women graduate student list-serves, during spring 2013. OIPD began tracking demographic information of participants.

Future Plans: Continuing

INCLUSION—graduate and professional students, post docs
Increase the visibility and influence of the Graduate School’s messaging about excellence, learning, collaboration, and achievement through diversity, by improving the diversity pages of the Graduate School website so that content is more relevant, timely, visible, and informative.

Outcomes: OIPD has added content to the Graduate School diversity web pages. Additions include images and content about mentoring, academic honors, and social events among student of color groups.

Future Plans: Continuing

INCLUSION—graduate and professional students
Provide opportunities or create processes to review and revise internal structures and programs to support diversity by reviewing professional development and student life program plans and making recommendations to Graduate School leadership for appropriate direction, content, and focus.
• **Outcomes:** The Graduate Diversity Council has provided advice and suggestions regarding several Graduate School professional development and recruitment events, including the Diversity Fellowship Welcome Reception, Graduate School Recruitment Grant, Graduate School Resource Survey, and best practices in building partnership relationships.

• **Future Plans:** Continuing

ACHIEVEMENT—graduate and professional students

*Develop means to measure academic or professional achievement for graduate/professional students by launching a set of “field metrics” on the Graduate School Intranet site that allows fields and the Graduate School leadership to monitor and regularly discuss achievement indicators for different groups of students.*

• **Outcomes:** Graduate School field metrics have been functional since spring 2013. Beginning spring 2013, Graduate School leadership will meet with each graduate field every two years to discuss metrics for all students, including a focus on diverse students and women in certain fields. These discussions will help fields assess how they are serving needs of these students and provide insight into areas of strength and improvement.

• **Future Plans:** Continuing

School of Hotel Administration

COMPOSITION—undergraduate students

*Increase targeted pipelines for underrepresented students by partnering with AHT schools in targeted cities and developing new marketing materials. For Masters candidates, target Historically Black Colleges.*

• **Outcomes:** The yield of URM students increased from 18% to 20%. Graduate program information was provided to Historically Black Colleges.

• **Future Plans:** Continuing

COMPOSITION—undergraduate students

*Increase efforts to attract veteran applicants by identifying key staff member to champion veteran recruiting and support and by ensuring that veterans are receiving full complement of financial benefits.*

• **Outcomes:** A key point person and School graduate with appropriate experience to support this constituency will now serve as the School of Hotel Administration’s point person for Veterans initiatives.

• **Future Plans:** Continuing

INCLUSION—faculty, staff

*Increase overall understanding of importance of diversity and inclusion within school by requiring all staff and faculty to complete Respect@Cornell program.*

• **Outcomes:** Respect@Cornell was formally launched late this semester and required participation will continue to be encouraged throughout the summer.

• **Future Plans:** Continuing
COMPOSITION—faculty and staff

*Improve hiring managers’ awareness of the importance of and strategies for diversity recruiting by requiring all hiring managers and search committee members to attend Office of Human Resources’ diversity recruiting training program.*

- **Outcomes:** The desired on-campus diversity training program is still under development. School of Hotel Administration worked closely with supervisors and search committees to increase URM job finalists (including IT Director search), had a successful hiring outcome, and hired an Associate Director of Diversity and Inclusion.
- **Future Plans:** Under Revision

INCLUSION—undergraduate students, faculty, staff

*Work with Institutional Research to develop long range diversity planning and inclusion goals by identifying key metrics that can be used to develop a diversity and inclusion balanced score card.*

- **Outcomes:** The School of Hotel Administration attended two workshops provided by IR&P to better understand the university data that is available. This goal has been extended, now that an Associate Director of Diversity and Inclusion is in place. The school's D&I Committee will be re-established to assist with long range planning.
- **Future Plans:** Continuing

**College of Human Ecology**

COMPOSITION—graduate students

*Expand the program to further increase recruitment of students from underrepresented groups by establishing formal pipelines with the University of Georgia and the California State Polytechnic University, Pomona, which have high numbers of African-American and Latino-American undergraduate and Master’s level students; continue to recruit Cornell students through recruitment presentations at the forum for Cornell minority science students interested in graduate school.*

- **Outcomes:** In September 2012, the Department of Nutritional Science added the McNair program at the University of Massachusetts, Boston. In 2013, CU life science departments initiated the Research Experiences for Undergraduates summer program; the Graduate Field of Nutrition participated in the recruitment component of this program by visiting universities with high minority enrollments.
- **Future Plans:** Completed and Institutionalized

ACHIEVEMENT—undergraduate students

*Assess and improve the peer-mentoring program directed to minority students and supporting personal growth and academic success by facilitating relationships and the sharing of information among new students, upper-class students, and faculty.*

- **Outcomes:** Evaluation of graduation rates and GPA performance was completed and provided to program leaders. They will review the findings and make adjustments to the program as warranted.
- **Future Plans:** Completed
INCLUSION—faculty, staff, undergraduate students

*Develop and conduct a survey for faculty, staff, and students that assesses the current climate for diversity and inclusion.*

- **Outcomes:** The survey was developed by the CHE Diversity Committee and administered to faculty and staff by SRI in April 2013. Due to timing of the 2013 PULSE survey and graduate school survey, students were not included; instead a question was added to student surveys. There was a 61% survey participation rate.

- **Future Plans:** Continuing

INCLUSION—faculty, undergraduate students, graduate students, staff, extended community

*Devote one issue of the Human Ecology Magazine to telling the stories of college research that addresses diversity and inclusion.*

- **Outcomes:** The magazine was completed Fall 2012.

- **Future Plans:** Completed

INCLUSION—faculty, staff

*Promote the completion of the web-based program, Respect@Cornell and host a discussion group on the program content.*

- **Outcomes:** 100% of college leadership has completed the online program. Overall, 57% of the college has completed the program. CHE is continuing to monitor and communicate the need for completion.

- **Future Plans:** Continuing

ACHIEVEMENT—undergraduate students

*Support achievement through undergraduate research by tracking the differences by race and gender in the percentage of students reporting that they have been involved in research with a faculty member, using results to create opportunities for underrepresented students to engage in research, including support from Presidential Research Scholars Program, OADI, and other programs.*

- **Outcomes:** Data was collected and analyzed. CHE male and female students participate in research at about the same rates; their 44% participation rate is higher than other colleges. Differences were reported in how male and female students located research opportunities and in reasons for not choosing to do research. These differences should be considered in advising students. Participation of most racial groups is comparable. The variety of reasons URMs choose not to engage in research should be considered in advising students.

- **Future Plans:** Completed

ILR School

COMPOSITION—undergraduate students

*Consider how we can feasibly increase the number of freshman and transfer applicants from low-income families, especially among underrepresented groups.*

- **Outcomes:** The base figure of 13% was established for freshmen. The office conducted a focus group of first-generation students and URMs, recruited appropriate admissions ambassadors, and reached out to admitted students; ILR's Admissions Director called the
guidance counselors of each FGC, low-income, and URM admitted student to discuss visit options and financial aid.

- **Future Plans**: Continuing

ACHIEVEMENT—undergraduate students

Consider how we can increase underrepresented students’ participation in a variety of undergraduate academic programs; Global Scholar, Study Abroad or other international programs, dean’s list, Honor’s theses, or preparation for Ph.D. programs.

- **Outcomes**: ILR is early in the process of considering the options.
- **Future Plans**: Continuing

COMPOSITION—undergraduate students

Consider ways to increase the proportion of underrepresented candidates among transfer applicants.

- **Outcomes**: The Admissions Office is still exploring ways to recruit more URMs from Community Colleges. The Admissions Office contacted URMs among the transfer applicant pool. 10% of the fall 13-14 transfer class will be URMs (+4% as compared to last year’s class).
- **Future Plans**: Continuing

INCLUSION—undergraduate students

Evaluate all aspects of our required, one-credit Freshman Colloquium course, including whether it is a potentially useful vehicle to stimulate a meaningful dialogue among students from different economic and racial backgrounds.

- **Outcomes**: ILR is early in the process of considering the options.
- **Future Plans**: Continuing

COMPOSITION—faculty

Take steps to ensure the full consideration of diverse candidates for faculty positions.

- **Outcomes**: Candidate pools were diverse; hiring outcomes were successful.
- **Future Plans**: Continuing

**Johnson Graduate School of Management**

COMPOSITION—professional students

Maintain or increase the percentage of underrepresented students and women in the two-year MBA Program by expanding pipelines, focusing on marketing campaigns, and improving recruiting and yield activities.

- **Outcomes**: The class of 2015 includes 30% women, 13% URMs, and 4% LGBT. The college achieved an A+ in Diversity Outreach, the highest among the top 50 MBA programs on MBAdvantage Diversity Benchmarking Report. Pipeline recruiting events were conducted off and on campus, and the Johnson Women in Business event was expanded, with an increase of 57% in attendance from 2010. New partnerships were formed with Latino and Hispanic organizations.
- **Future Plans**: Continuing
INCLUSION—faculty and staff
Achieve 100% completion rate for Respect@Cornell web-based training. Train faculty search committees on inclusive hiring practices and bias awareness.

- **Outcomes:** As of 6/1/13, Respect@Cornell has been completed by 95% of staff; 97% of Managers, Directors, and Deans; and 46% of regular faculty. Bias training for faculty search committees was completed on 9/10/12. Interview training during faculty retreat was completed 12/17/12.
- **Future Plans:** Continuing as new initiative with a focus on training leveraging outside facilitators

COMPOSITION—professional students
Incorporate diversity and inclusion within the MBA curriculum and experience through focus on community activities, curriculum, intranet, the leadership program, the ODI Award, and Johnson communications.

- **Outcomes:** Key club dinners, lunch discussions, fora, presentations, and projects were sponsored. ODI Leadership awards were presented, and diversity training was incorporated into the Leadership Course. The Diversity Symposium hosted in conjunction with the Advisory Council meeting to make the business case for diversity and inclusion theme.
- **Future Plans:** Continuing

ACHIEVEMENT—professional students, faculty, staff
Develop Johnson’s Business Case for Diversity by defining diversity and inclusion, launching a case competition, assessing SWOT, providing historical analysis, and engaging alumni and corporate giving.

- **Outcomes:** Group brainstorm on the Business Case for diversity took place, with follow up with faculty, staff, and the PhD subcommittee. Feedback was compiled from the SC community and follow-up took place with JDC co-chairs, the management committee, and JD. Student focus groups and communications to administration, faculty, staff, advisory council, and alumni are scheduled for fall 2013.
- **Future Plans:** Completed

COMPOSITION—faculty, professional students
Improve diverse Ph.D. and faculty pipelines by creating partnerships, participating in annual and DSA conferences, and developing an alumni database.

- **Outcomes:** A recruitment effort was made at a PhD Project conference to recruit diverse PhDs. ADAAs are being requested to present information on TND to new academic coordinators and faculty, and to present the business case for diversity in fall 2013.
- **Future Plans:** Continuing
Law School

COMPOSITION—faculty

*Increase diversity of African-American and Hispanic faculty by comparison with peers and identifying new recruitment methods.*

- **Outcomes:** The Diversity Committee met over the course of the year to develop a more comprehensive plan on how to meet this initiative. A revised initiative is included in 2013-14 initiatives.
- **Future Plans:** Under Revision

COMPOSITION—faculty

*Increase the pipelines for African-American and Hispanic faculty by using the Visiting Assistant Professor Program or other fellow positions to mentor recent law school graduates.*

- **Outcomes:** The Diversity Committee met over the course of the year to develop a more comprehensive plan on how to meet this initiative.
- **Future Plans:** Under Revision

COMPOSITION—graduate and professional students

*Increase the yield of African-Americans who are admitted to the Law School and who then matriculate as students by improving recruitment programs.*

- **Outcomes:** The Committee believes it is important to increase the ability of staff in admissions to interact with a diverse community. Admissions has successfully fulfilled this aim.
- **Future Plans:** Under Revision

INCLUSION—professional students

*Increase effectiveness of communication to students around diversity, possibly through a student survey.*

- **Outcomes:** The Diversity Committee met with all relevant student organizations, analyzed data from the 2011 self-study committee, and will discuss assessments with faculty, Career Services, and Alumni Affairs. The recommendation will be to institutionalize this assessment, conducting it every 2-3 years.
- **Future Plans:** Continuing

ACHIEVEMENT—graduate and professional students

*Enhance the job-search experience for students who may need additional guidance based on their backgrounds and/or limited exposure to such experiences.*

- **Outcomes:** The Diversity Committee met over the course of the year and redeveloped this initiative to focus more broadly on life after Law School for URM.
- **Future Plans:** Under Replacement
Library

COMPOSITION—undergraduate students

*Increase targeted pipelines of students from underrepresented groups who are interested in careers in academic and research libraries by offering internships, mentorships, or shadowing opportunities.*

- **Outcomes:** A Library Administrator serves as a Career Coach for the LDCP, an 18 month training program for mid-career librarians from URM groups. The Library hosted pairs of interns from Chinese universities and continues to host Syracuse MLS interns, some of whom represent diversity.
- **Future Plans:** Continuing as a more targeted strategy in 2013-14

ENGAGEMENT—undergraduate students, graduate students, staff

*Continue to enhance Library Forum Steering Committee’s programming for staff and the Reference and Outreach Committee programming for students, which provide exposure to engagement across difference, communicating Library events more broadly to increase awareness of the diversity of our collections, exhibits, and Visiting Scholars.*

- **Outcomes:** Two of the biggest events were: Afrika Bambaattaa, 3 year appointment as visiting scholar (two public talks, lecture, outreach) and Susie Bright (whose talk kicked off year-long Human Sexuality Collection's 25 anniversary).
- **Future Plans:** Completed and Institutionalized

ENGAGEMENT—staff

*Provide training programs, workshops, and teambuilding initiatives based on normal and positive psychology theory to enhance employee engagement and alignment from a strengths perspective, especially when working with and on teams/committees.*

- **Outcomes:** Library staff participated in Connecting Across Differences; Lynette Chappell-Williams served as the keynote speaker at Career Development week; 16 open forums to engage nearly 100 staff in how the library can do "less with less" were held; an inventory of CUL committees was made and an outline for members' and chairs' committee orientation and training is being prepared.
- **Future Plans:** Completed and Institutionalized

ACHIEVEMENT—staff

*Increase engagement of banded-staff in opportunities for career or professional development, and for campus and community involvement.*

- **Outcomes:** Career Development Week offered 21 programs by more than 60 presenters for hundreds of attendees. CUL hosted a Digital Scholarship and Preservation Fellowship, which supports CUL objectives of "empowering staff to explore gaps in expertise" and "promoting flexible staffing among the units."
- **Future Plans:** Completed and Institutionalized

INCLUSION—staff

*Promote Respect@Cornell on-line course at CUL and create opportunities to engage in dialogue to broaden awareness of Title IX issues.*

- **Outcomes:** 100% of CUL supervisors have completed Respect@Cornell.
- **Future Plans:** Completed and Institutionalized
College of Veterinary Medicine

COMPOSITION—staff

Commence a Licensed Veterinary Technician pipeline initiative in conjunction with central HR’s Recruitment and Employment Center, engaging with NYS programs that have a highly diverse student population.

- **Outcomes:** Outreach was made to NYS schools to better understand Vet Tech program diversity levels; data was compiled. Since student diversity is much higher in programs closer to NYC, CVM will focus on these schools for intensive future recruiting and pipeline building.
- **Future Plans:** Continuing

ENGAGEMENT—graduate students

Through survey and analysis, support “connectedness” and develop inclusion plans for the new introductory course in the Biological and Biomedical Sciences Graduate Program.

- **Outcomes:** The response rate was 57%. Initial results show students who took BIOAP 6100 feel more connected to their graduate field. The Office of Institutional Research and Planning will help interpret the multi-year survey.
- **Future Plans:** Continuing

INCLUSION—faculty and staff

Implement participation in the Respect® Cornell web-based program and engage in dialogue to further CVM Community understanding of Title IX requirements.

- **Outcomes:** The staff completion rate was 81%; the faculty completion rate was 65%; the total completion rate was 76%. VM Administration and units rolled out the program on a staggered basis every few months to capture each department. At the end of each three month window, a town hall style forum was held.
- **Future Plans:** Continuing, but not as a designated TND initiative

INCLUSION—faculty, staff, graduate and professional students, extended community

Develop a Diversity Webpage to explain and highlight the diversity of the college’s faculty, students, and staff and to showcase programs and activities that celebrate diversity.

- **Outcomes:** The web page is live. There is a plan to assess the number of hits and who is using the page by January 2014. A qualitative assessment will be conducted in February 2014.
- **Future Plans:** Completed and Institutionalized

ENGAGEMENT—faculty, graduate and professional students

Improve reporting on diversity in faculty hiring, departures, and promotions and in the DVM and graduate student bodies, assembling data and making comparisons with other veterinary colleges.

- **Outcomes:** The report was completed and delivered on time. Success will be measured over time by a more diverse faculty and student body.
- **Future Plans:** Completed and Institutionalized
Vice Presidents

Alumni Affairs and Development

COMPOSITION—staff

*Increase the diversity of targeted recruitment pipelines in order to better identify, recruit, hire, and retain diverse individuals by enhancing job postings and position descriptions so that they are inclusive and can be effectively marketed to attract and recruit diverse candidates.*

- **Outcomes:** A template has been created and is being used by Human Resources for job postings.
- **Future Plans:** Continuing

INCLUSION—staff

*Increase the unit’s visibility and participation at job fairs, conferences, and events geared toward recruiting diverse job applicants.*

- **Outcomes:** ADD identified 20 new mediums to post jobs and participated and made presentations at 7 major conferences and events.
- **Future Plans:** Completed and Institutionalized

INCLUSION—staff

*Improve multicultural competency and fluency of management and staff by delivering two training programs in FH1: “Handling Difficult/Important Conversations” and “Managing Conflict in Performance Dialogs,” both of which incorporate concepts relating to gender, race, age, and relationship orientation.*

- **Outcomes:** The half-day concept was replaced with a full-day training for 40 AVPs, and PDs attended a full-day training hosted by Cornell Interactive Theater Ensemble.
- **Future Plans:** Completed and Institutionalized

INCLUSION—staff

*Develop and deliver a Business Case Diversity Training program to the staff.*

- **Outcomes:** A survey confirmed broad interest of staff to engage in open discussions about diversity. The committee provided interactive opportunities to help continue skill development that began at an all-staff diversity training program. The engagement and inclusion subcommittee hosted "brown bags" to (1) create informal connections; (2) identify areas of growth in organization; (3) foster skill development opportunities; (4) enhance personal awareness of difference.
- **Future Plans:** Continuing with “Phase II” in FY14

INCLUSION—staff

*Increase the effectiveness of communication around diversity and the visibility of Alumni Affairs and Development’s commitment to excellence, collaboration, and achievement through diversity by incorporating an explicit commitment to diversity and inclusion into the division’s statements of Mission and Values and the Staff Creed.*

- **Outcomes:** Revisions were approved by the Senior Leadership Team and distributed to all staff. A calendar for division communication and an intranet page with information on
council, mission, initiatives, and how to get involved were created. Ten additional staff joined as committee members.

- **Future Plans**: Completed and Institutionalized

**Facilities Services**

**COMPOSITION**—staff

*Measure and improve pipelines and increase diversity within the four distinct job groups—Custodians/head custodians, Energy plant personnel, Grounds personnel, Transportation service representatives—through collaboration with HR and with community outreach programs.*

- **Outcomes**: A baseline metric was developed and progress over the year was tracked. Improvements in hires of women and veterans were seen.
- **Future Plans**: Continuing

**ACHIEVEMENT**—staff

*Develop processes to promote career advancement and/or professional development opportunities for staff by utilizing the existing training matrix that describes training available and that serves as a tool for tracking employees’ training, providing training for supervisors and managers on how to promote career advancement and/or professional development opportunities in the Personal Dialogue process, and requiring Individual Development Plans for all staff going through the Personal Dialogue process.*

- **Outcomes**: The Achievement Team provided training for supervisors and managers to improve the performance dialogue process. The Performance Dialogue completion rate was 97%, up 7% from last year.
- **Future Plans**: Completed and Institutionalized

**ENGAGEMENT**—staff

*Establish an outreach committee that will work on distinct activities that promote inclusion and diversity throughout the division, including such activities as guest lectures, peer to peer learning groups, bookmarks, and other promotional documents distributed to staff.*

- **Outcomes**: A post-workshop survey found that 100% of participants would recommend Talking Circles to other FS colleagues; 87% would like to participate in future Talking Circles; 50% would like to receive training to facilitate Talking Circles; 50% think racism is a significant issue in Facilities Services.
- **Future Plans**: Continuing

**INCLUSION**—staff

*Require Respect@Cornell of every employee and supervisor.*

- **Outcomes**: As of June 30, only 9 of 1020 people from FS have not yet completed Respect@Cornell.
- **Future Plans**: Completed and Institutionalized
INCLUSION—staff

Develop and implement a diversity and inclusion “Tool-Kit” to educate staff in a multi-modal way, to be used for orientation, position descriptions, searches, and for outreach purposes.

- **Outcomes:** The facilities services tool kit is complete and posted on line.
- **Future Plans:** Completed and Institutionalized

Financial Affairs and Information Technology

COMPOSITION—undergraduate students

Create a potential future pipeline of diverse staff members by continuing the DFA/IT Summer Intern Program, focusing on considering students from under-represented groups and women and including improved components.

- **Outcomes:** Interns were hired for FY12-13, and learning and presentation components were added to the program. Survey outcomes were positive, with very high marks received (as compared to previous years), particularly related to programming. Additionally, during the school year, with funding provided by VP and CFO of DFA, Procurement Services hired additional diverse student interns.
- **Future Plans:** Continuing

INCLUSION—off-campus constituents

Improve Cornell’s commitment to diversity and inclusion in regard to local suppliers by developing bi-annual reporting of status on diverse suppliers, creating a process for collecting data and reporting diversity spend, and finding methods to increase diversity spend and to highlight suppliers supporting Cornell’s diversity goals utilizing “scorecard” and potential new Procurement Gateway.

- **Outcomes:** Baseline metrics were developed, detailing total amounts spent with women-owned, minority, and veteran-owned suppliers. 9% of suppliers are diverse (7% women; 1% minority; 1% veteran). A method to increase diverse supplier spend through a strategy to target business growth with 12 suppliers was identified. A diverse supplier event was held and attended by 70 individuals. President's statement on diversity was updated to include diverse suppliers. The visibility of diverse suppliers was improved on e-SHOP and on the web. Procurement services has partnered with the Johnson School to provide consulting to targeted suppliers.
- **Future Plans:** Continuing

INCLUSION—staff

Provide diversity training to all staff through Respect@Cornell as a “launching pad” for the overall initiative for the organization.

- **Outcomes:** 100% of DFA staff completed the training by 03/13, and 100% of the CIT staff completed the training by 05/13. The process was designed so that staff participated in the course two weeks prior to taking part in an HR facilitated discussion session. Feedback was extremely positive.
- **Future Plans:** Completed
ACHIEVEMENT—staff

Formalize a “pilot” career development program based on Performance Dialogues and including a mentoring program, in order to broaden the skill sets of the unit’s diverse population, develop career paths within the unit, and assist in retention and recruitment.

- Outcomes: Central HR is in the process of developing tools to support a formal mentoring program, and Financial Affairs will be one of the initial pilots. Meanwhile, an informal mentoring process has been developed, and feedback will be used to support the larger program, when launched. Documentation was developed to help “pairing” teams to understand expectations and how to get started. As of 05/13, 100% of teams have met.
- Future Plans: Continuing

INCLUSION—staff

Develop a communications strategy and editorial calendar including use of the DFA website, existing weekly CIT e-newsletter and other existing communication media, in order to increase diversity awareness, communicate activities of the Diversity Committee, highlight achievements, improve the climate, and encourage future participation.

- Outcomes: A DFA/CIT diversity communications subcommittee was formed. Membership includes DFA/CIT diversity committee members and communications specialists. Posters for all DFA and CIT workplace areas were created. The DFA/CIT diversity and inclusion website was released. Respect@Cornell trainings were utilized as a platform to present the diversity committee and goals.
- Future Plans: Continuing

Government and Community Relations

COMPOSITION—undergraduate students

Hire a work-study student whose background and experience will allow him/her to communicate with a diverse, multicultural population.

- Outcomes: The student proved successful in providing new connections with students of color organizations.
- Future Plans: Completed and Institutionalized

COMPOSITION—staff

Identify and connect with at least three organizations nationally, such as Blacks in Government, that can provide diverse candidates for professional positions in the unit as they arise.

- Outcomes: Government and Community Relations corresponded with Blacks in Government; National Association of Hispanic Federal Executives; and Gay and Lesbian Alliance Against Defamation, and received a positive response from NAHFE. There have been no job openings yet to post.
- Future Plans: Completed and Institutionalized

ENGAGEMENT—staff

Expect staff to attend a daylong retreat focused on team building and hosted by Organizational Development Services.
• **Outcomes:** The retreat was held 05/23/13. Positive outcomes emerged and there are plans to pull together a similar session next spring.
• **Future Plans:** Completed and Institutionalized

**INCLUSION—off-campus constituents**

*Expand opportunities for the Local Leaders of Color Group (co-chaired by David Skorton) to participate in diversity training programs on campus.*

• **Outcomes:** The focus of this initiative was realigned to help develop, market, and participate in "Race: the Power of an Illusion," viewed and discussed by hundreds of students and community members, at venues on campus and community-wide.
• **Future Plans:** Completed and Institutionalized

**INCLUSION—off-campus constituents**

*Increase frequency and enhance the effect of “East Hill Notes,” a twice-monthly Ithaca Journal newspaper column that addresses campus issues of importance to the local community, occasionally tied to equity and diversity.*

• **Outcomes:** This objective was met.
• **Future Plans:** Completed and Institutionalized

**Human Resources and Safety Services**

**COMPOSITION—staff**

*Increase the diversity of talent pools by improving recruitment strategies, including training of hiring managers, strategies around recruitment plans, and decisions around continuing or extending the recruiting period.*

• **Outcomes:** The REC team completed presentations. All searches developed a recruitment plan (data for CU police patrol officers not included here because availability data is under review): 6 of 10 (60%) had goals; 50% of hires met or exceeded existing availability. 20% of searches had goals for women. 40% of searches had goals for URM; 100% met or exceeded the goal.
• **Future Plans:** Continuing

**COMPOSITION—staff**

*Increase the diversity of those interviewed for open positions within the division by reviewing the process for targeted recruiting, evaluating the pipeline, and assessing the diversity of the pool.*

• **Outcomes:** 50% of searches met or exceeded the established availability in the interview pool. 50% of the hires met or exceeded the established availability. For positions where there was an established goal, there was a 55% increase in the number of hires. Although specific goals were not established in FY13, 15% of hires were Veterans (compared to 10% in FY12).
• **Future Plans:** Completed and Institutionalized
INCLUSION—staff
All staff will complete a series of diversity-related workshops to increase multicultural competency; these will be supplemented by a series of facilitated brown bag sessions to encourage discussion around diversity issues facing HRSS.

- **Outcomes:** 95% of all HR&SS staff and temporary staff have completed Respect@Cornell. Ongoing training during onboarding will ensure continued compliance. HR&SS units, with the exception of HRIS, are at least 95% compliant with this goal. (The workload on some HR&SS staff imposed by the Workday program implementation delayed some staff from either attending some programs or documenting their attendance prior to the deadline.)
- **Future Plans:** Continuing

ENGAGEMENT—staff
Create career mapping for various job positions within the division, in order to create a culture of high performance and engagement and to maximize the ability of all employees to contribute to organizational goals.

- **Outcomes:** EH&S established a job mapping team to create a matrix of positions and requirements to encourage internal growth within the department. Information gathered during this process will be linked with future individual development plans during performance dialogues.
- **Future Plans:** Completed and Institutionalized

ACHIEVEMENT—staff
Promote leadership opportunities for military veterans who are employed in the unit by encouraging self-identification through the VETS100S Survey and by ensuring that the numbers of veterans taking leadership programs meet or exceed the numbers of general HRSS staff in those programs.

- **Outcomes:** The VETS100A Survey has been completed. Extra efforts will be made to encourage people to report veteran status as employees update their information for Workday. 5% of all HR&SS staff self-identified as Veterans. 100% have taken at least one leadership opportunity. (This compares to 87% of all HR&SS staff -- 227 of 260 -- who have completed at least one leadership opportunity.)
- **Future Plans:** Completed and Institutionalized

**Student and Academic Services**

ACHIEVEMENT—undergraduate students
Increase retention of African-American male students to parity with all Cornell students by identifying retention practices, seeking student feedback, and implementing successful practices.

- **Outcomes:** The first review of CU data on African American graduation rates was completed. Data from 5 focus groups comprised of students and alumni was collected. Findings: African American male student success is related to relationship with others; participation in organizations; mentorship by faculty and staff (essential to navigating decentralized campus); self-awareness (essential to counteracting racist
macro- and micro-aggressions). Connection, mentorship, presence of professionals at student centered events and communication are central to their success.

- **Future Plans:** Continuing

**ACHIEVEMENT**—staff

*Evaluate staff attrition and create retention strategies for underrepresented minorities and non-majority demographic populations by gathering existing data, studying turnover rates and reasons, and devising strategies.*

- **Outcomes:** The data that was collected included exit interview from SAS and employee survey data. Neither was statistically significant regarding differences between the general staff population and URMs.
- **Future Plans:** Under Replacement (with a focus on recruitment)

**INCLUSION**—undergraduate students

*Increase multi-cultural competency of students who work in SAS by evaluating current training, assessing student awareness, and requiring participation in one diversity training per year.*

- **Outcomes:** This initiative is still in data collection phase. The following stakeholders have been identified: SAS HR, SAS Diversity Council, SAS Student Employees' supervisors, and SAS student employees.
- **Future Plans:** Continuing

**INCLUSION**—staff

*Increase multi-cultural competency of SAS staff by evaluating current diversity training, assessing staff awareness, and requiring participation in two diversity trainings per year.*

- **Outcomes:** The survey was conducted and the inventory was completed.
- **Future Plans:** Continuing

**INCLUSION**—staff

*Develop communication strategies to increase the awareness and knowledge of the SAS community on the core concepts of “diversity” by highlighting current programming, including diversity in the concept-of-the-week strategy, and engaging faculty members as subject matter experts on core concepts of diversity.*

- **Outcomes:** Tagging of events is occurring regularly. Communications to SAS staff is occurring approximately bi-monthly.
- **Future Plans:** Under Revision

**University Communication**

**COMPOSITION**—staff

*Evaluate and reduce attrition through exit interviews, by tracking the demographic profile of staff members leaving the division, and by analyzing the data provided by employee satisfaction surveys.*

- **Outcomes:** Exit interviews continue to be conducted. Following the next employee satisfaction survey, data will be combined with interviews to identify factors that may be causing attrition.
• Future Plans: Continuing

ENGAGEMENT—staff
Increase engagement for women and underrepresented individuals at Band F and above by providing leadership training events.
- Outcomes: Female staff in Bands F, G, and H participated in professional development activities in FY13. One third attended courses offered by CU; two thirds attended programs offered by professional organizations.
- Future Plans: Continuing

ENGAGEMENT—staff
Strengthen professional development initiatives promoting engagement across difference by providing a day long retreat for all staff members, focused on team building.
- Outcomes: The division participated in a day-long retreat organized by Cornell Outdoor Education in June 2013. 64 of 74 staff (86%) participated. A satisfaction survey and anecdotal feedback indicate the program was well received.
- Future Plans: Continuing

INCLUSION—staff
Improve multicultural competency by studying ongoing Employee Survey data on the topic of employees' feeling that they are treated fairly without regard to race, ethnic background, gender, religion, disability, or sexual orientation, and by developing plans to remedy any issues revealed.
- Outcomes: This initiative was not able to be pursued as the next survey has not been carried out.
- Future Plans: Under Replacement

INCLUSION—staff
Improve internal administrative structures that support diversity by providing diversity training on racial/ethnic, gender, and disability-related issues for all employees.
- Outcomes: Diversity Committee members evaluated several programs and selected Cornell Interactive Theater Ensemble, but were unable to get on CITE's schedule for FY13. An event is scheduled for January 2014.
- Future Plans: Continuing

Medical College
Weill Cornell Medical College
COMPOSITION—graduate and professional students
Expand upon existing pipeline programs at WCMC that are designed to increase the number of women and underrepresented medical students and use this information to broaden the reach of existing programs to other target groups of students such as veterans and students with disabilities.
- Outcomes: The Tri-Institution Alliance for Diversity (TRIAD), comprised of representatives from Weill Cornell, Memorial Sloan-Kettering, and Rockefeller University's Center for Clinical and Translational Science, was established. To
date, seven programs have been identified. The Weill-Ithaca Experience in Research (WISER) was developed.

- **Future Plans:** Continuing with launch of WISER program

INCLUSION—post docs, graduate and professional students, faculty, staff

*Enhance work-life systems through creation of a Weill Cornell childcare facility.*

- **Outcomes:** A facility was identified and a contract was signed with Bright Horizons. Construction has begun, with planned completion 09/2013; lottery completed and children enrolled 09/2013.
- **Future Plans:** Completed and Institutionalized

INCLUSION—faculty

*Create a uniform parental leave policy for all Weill Cornell faculty.*

- **Outcomes:** The parental leave policy was adopted.
- **Future Plans:** Completed and Institutionalized

INCLUSION—faculty

*Establish a Faculty CME course to educate faculty on appropriate workplace behavior.*

- **Outcomes:** The Grand Rounds/Faculty meetings will be replaced by an online course currently utilized at CU Ithaca. A United Educators Course was identified. WCMC IT is in the process of incorporating a tracking system to confirm faculty participation.
- **Future Plans:** Continuing

INCLUSION—post docs, graduate and professional students, faculty

*Enhance climate of inclusion for LGBT individuals at Weill Cornell and the New York Presbyterian Hospital.*

- **Outcomes:** An LGBT Committee was established across all constituent groups; annual networking events were established; an LGBT component of the website is being developed.
- **Future Plans:** Continuing

ACHIEVEMENT—faculty

*Create an environment that will foster the academic achievement of women and underrepresented groups, and enable them to achieve higher academic ranks and leadership positions by identifying and expanding the most effective programs, establishing an award, and providing diversity supplements for PIs engaged in appropriate research projects.*

- **Outcomes:** The conference was held May 13, 2013. To date, SPARC has reached 800 individuals via conference webcast in 30 states including Puerto Rico. 700 individuals have participated in person. Audio CDs for junior and senior audiences were distributed to institutional representatives and are now part of the Weill Cornell Library archives. Two manuscripts are in preparation and two abstracts have been presented at AAMC meetings.
- **Future Plans:** Continuing
ACHIEVEMENT—graduate and professional students, faculty, staff

*Continue and expand Pioneers in Diversity (service recognition) Awards to include staff*

- **Outcomes:** Letters of nomination were received from 45+ people; 16 recipients were nominated.
- **Future Plans:** Continuing, but not as a designated TND initiative

Provost

**Provost’s direct responsibilities**

COMPOSITION—faculty

*In appointments of the academic deans, the provost will seek to increase the diversity of the academic leadership by developing pipelines and training opportunities, and managing nominating and interviewing activities, in partnership with the Office of Faculty Development and Diversity.*

- **Outcomes:** A full day leadership training for women and URM faculty was created, along with monthly chair lunches to discuss department leadership issues, and a workshop on engaging in public scholarship. Faculty were encouraged and several participated in Leading Cornell, Hal Craft, and Turning Point opportunities.
- **Future Plans:** Under Revision

Staff constituency in the provost’s area

COMPOSITION—staff

*Identify relevant pipelines for provost’s area staff positions, focusing on administrative assistant positions.*

- **Outcomes:** A pipeline was developed through contact with individuals identified by HR.
- **Future Plans:** Under Replacement

INCLUSION—staff

*Provide two training opportunities this year for provost-area staff to focus on intercultural skills and knowledge.*

- **Outcomes:** 22 administrators and staff from three vice provosts' units participated in a National Diversity Council workshop. A list of diversity opportunities was developed and distributed, with the goal of every staff member participating in two opportunities. All OADI staff participated in two opportunities. All Einaudi staff completed a diversity training. CU Abroad presented a Diversity Abroad discussion.
- **Future Plans:** Continuing

ACHIEVEMENT—staff

*Support career development for provost-area staff.*

- **Outcomes:** VPs were requested to ask staff questions specifically related to career goals and how to help develop them, and to provide a short summary. Staff participated in variety of professional development opportunities.
Future Plans: Continuing

INCLUSION—staff
Support multi-cultural competency for provost-area staff through utilization of Respect@Cornell.
- Outcomes: A majority of staff completed Respect@Cornell.
- Next Steps: Completed

Key units in the provost’s area that directly support campus-wide diversity

COMPOSITION—undergraduate students
Office of Admissions: hire a staff member focusing on admissions and financial aid to help admitted underrepresented students complete the financial aid application process.
- Outcomes: Undergraduate Admissions/Financial Aid created and hired an URM Advocacy position. There has been an increase in both number and percentage of URM students in the class of 2017 (6% increase in URM applications; 2% increase in URM admits; 3% increase in URM enrollment; 4% increase in aided freshmen who are URM).
- Future Plans: Completed and Institutionalized

ENGAGEMENT—faculty, graduate students, undergraduate students
Center for Community Engaged Learning and Research: enhance activities on campus and connections off campus that promote engagement across difference by linking diversity and community engagement, through participation in a new national initiative, “Building the Architecture of Inclusion.”
- Outcomes: The CU Imagining America Diversity Team continued ongoing work this year. Four representatives attended IA's national conference and spent a half day with IA staff to further develop diversity and engagement initiatives at CU. The Co-director of IA presented and led a conversation with CU faculty on issues covering diversity, engagement, promotion and tenure, and engaged learning and research; the CU team attended IA's Summer Institute on Community Organizing.
- Future Plans: Continuing

ACHIEVEMENT—faculty, graduate students
Center for Teaching Excellence: enhance pedagogical skills that support diversity in the classroom, focusing on both faculty and graduate student instructors, through three new instructional support initiatives.
- Outcomes: The report on program attendance and evaluation results details positive responses to survey questions on usefulness of ideas/resources and value of participation.
- Future Plans: Continuing

ACHIEVEMENT—undergraduate students
Office of Academic Diversity Initiatives: enhance success of first-generation students through new programming to address particular their backgrounds and needs.
• Outcomes: OADI, in collaboration with Admissions, has identified first generation students in the freshman class for the first time, and has built new capacities into the admissions process to encourage and advise matriculation. Trailblazers also include undocumented students, US Service Veterans, students with dependents, and students of non-traditional age.
• Future Plans: Continuing, but not as a designated TND initiative

Division of Planning and Budget
COMPOSITION--staff
Increase the applicant pool (and thereby the diversity within the applicant pool) for open positions by fully understanding our current composition.
• Outcomes: The committee met monthly to assess progress on acquiring and understanding historical data. Prior search data regarding diversity elements (gender, race/ethnicity) was made available in spreadsheet form. Members of the DBP Diversity Committee met with HR to gain understanding of current university-wide recruitment activities and extant data sources for use in conducting searches as they occurred.
• Future Plans: Continuing

INCLUSION—staff
Research and communicate on-going multicultural and/or social events within the university community and surrounding area to promote and build intercultural skills and knowledge within the Division.
• Outcomes: The diversity calendar is maintained on the divisional website; to date 300+ events and holidays have been listed. Of these, about 3% were suggested by DBP staff members. Emails concerning diversity gained greater attention, as measured anecdotally.
• Future Plans: Completed and Institutionalized

ENGAGEMENT—staff
Promote and attend, as a Division, one diversity related educational event.
• Outcomes: The division participated in the National Diversity Council Development Series to advance understanding of self and the unit; all 31 DBP staff completed the voluntary, confidential Discovering Diversity Profile and received a personal report of their results; 28 staff took part in the Diversity Unleashed workshop. Staff were asked to complete an online survey; the majority rated the initiative as "good," "very good," or "excellent" in terms of increasing awareness or understanding of diversity and as a means of strengthening interpersonal relationships with divisional colleagues.
• Future Plans: Continuing with a new focus

ENGAGEMENT—staff
As a Division, promote and attend one volunteer activity within the community.
• Outcomes: 27 DBP staff (87%) participated in a day-long team building volunteer event at the Red Cross Homeless Shelter/Friendship Center. Participants
completed an online survey, and over 80% rated the activity "very good" or "excellent" in terms of achieving overall diversity goals (increasing understanding of diversity in the Ithaca community; improving interpersonal relationships with colleagues; developing a respectful, inclusive working environment).

- **Future Plans:** Completed and Institutionalized

ACHIEVEMENT—staff

*Increase career development dialogue within the review process to improve individual achievement expectations and strategic planning.*

- **Outcomes:** VP Elmira Mangum encouraged the divisional staff to pursue a variety of relevant career development opportunities.
- **Future Plans:** Under Revision

Research Office

COMPOSITION, ACHIEVEMENT—graduate students

*Centers within the Research Division will work with the appropriate graduate fields to expand Cornell’s population of quality graduate students and to advance the success of our graduates.*

- **Outcomes:** 14 recruitment events were attended by the Research Division. The division has worked to develop partnerships with the Office of Inclusion and Professional Development at the Cornell Graduate School and Diversity Programs in Engineering.
- **Future Plans:** Continuing

COMPOSITION—graduate students, undergraduate students

*The collective group of REU programs and other undergraduate summer research internship-type programs administered within the Research Division will target students who might not historically have considered Cornell, including especially students from Primarily Undergraduate Institutions, institutions not included in the Carnegie Classification’s categorized listing of RU/VH, and institutions with large populations of underserved students.*

- **Outcomes:** Demographic data on applicants and recruits has been compiled.
- **Future Plans:** Continuing

ACHIEVEMENT—off-campus constituents

*Cornell scientists and engineers will collaborate with Pre-K-12 teachers to improve science education, particularly among underserved students. To meet teachers’ needs for resources and experience to implement an inquiry-driven science curriculum, Cornell scientists and engineers will develop and promulgate inquiry-based science experiments through a variety of programs. They will also develop and offer a variety of school-year and summer professional development opportunities for Pre-K-12 teachers.*

- **Outcomes:** One example: In 2013-14, the CCMR project, partnering with Syracuse City Schools and Weill Cornell, organized 120 educational outreach events and presented 49 modules, reaching approximately 6,104 K-12 students,
560 parents, and 377 teachers. CCMR is currently revising modules based on an evaluation survey.

- **Future Plans:** Continuing

**ACHIEVEMENT**—extended community

*Cornell instructors or researchers will provide accelerator-physics research opportunities for undergraduate students at community colleges as an effort to encourage a greater number of them to pursue careers in STEM fields and science education.*

- **Outcomes:** Community college students participated in the SRCCS program during the summer of 2012. All were accepted into 4-year degree granting institutions (including Cornell) in fall 2013. 75% of the SRCCS participants indicated the summer research experience solidified their plans to pursue a higher education in a STEM field.

- **Future Plans:** Continuing

**COMPOSITION**—staff

*Develop a process to review applicant pools for diversity and work towards increasing the diversity of those pools through increased outreach to websites, journals, schools, and organizations that identify with underrepresented groups; working with departments, ensure that job postings identify the most appropriate education and experience in order to appeal to a broader audience.*

- **Outcomes:** All postings met the goals for diversity as defined by the university. Despite a diverse candidate pool, there was no change in the number of diverse candidates interviewed and/or hired.

- **Future Plans:** Continuing

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**President**

**Collected units in the President’s area**

**COMPOSITION**—staff

**Office of the Judicial Administrator**

*Increase knowledge for hiring international students, working with community partners, ISSO, and student employment.*

- **Outcomes:** Upon learning that this document already existed, it was shared with the Office of the President diversity group.

- **Future Plans:** Completed

**Office of the Judicial Administrator**

*Together with HR, identify ways to advertise to diverse communities any future openings in the Office of the Judicial Administrator.*

- **Outcomes:** Ten organizations with which to advertise were identified, and the information was shared with HR.

- **Future Plans:** Completed
Office of the Judicial Administrator
Increase connections with colleagues of diverse communities in the Cornell community who may have interest in Judicial Administrator Office work, and who would enhance understanding of and sensitivity to diversity.

- **Outcomes:** Persons of diverse backgrounds were employed for coverage of parental leave.
- **Future Plans:** Continuing

ENGAGEMENT—undergraduate students
Office of the Judicial Administrator
Increase engagement of diverse populations in hearing boards.

- **Outcomes:** Information was provided to colleagues in ILR and the Intercultural Center. Information was sent to multiple list-serves of diverse student groups.
- **Future Plans:** Continuing

University Audit Office
Explore opportunities to provide information and teaching on internal audit to students so as to increase the number of student applicants.

- **Outcomes:** The number of applicants increased significantly this year.
- **Future Plans:** Continuing

ENGAGEMENT—faculty, staff
Office of the University Ombudsman
Increase outreach, to increase the numbers of faculty and staff using the service of the Ombudsman.

- **Outcomes:** The number of visitors increased from 250 in June 2012 to 348 in May 2013.
- **Future Plans:** Continuing

ENGAGEMENT—staff
Office of the President
**Staff will complete Respect@Cornell.**

Office of the Judicial Administrator
**Staff will complete Respect@Cornell.**

Office of the University Ombudsman
**Staff will complete Respect@Cornell.**

Investment Office
**Staff will complete Respect@Cornell.**

- **Outcomes:** 99% of the staff above completed the training.
- **Future Plans:** Completed and Institutionalized

ENGAGEMENT—undergraduate students, graduate and professional students, faculty, staff
Dean of Faculty Office
Increase engagement by encouraging attendance at the University Messenger lecture series and CAPE lectures; advertise via Cornell Daily Sun, faculty website, email, and posters

- **Outcomes:** The number of individuals attending lectures was not tracked.
Future Plans: Completed

INCLUSION—staff
Office of the President
Invite individuals to speak to the staff about different cultures and/or diversity to gain a better understanding of different cultures and other diversity efforts on campus.
- Outcomes: Staff attended several lectures throughout the year, including lectures by Wes Moore and Toni Morrison.
- Future Plans: Continuing

Office of the President
Inform staff of campus events and talks on a monthly basis; encourage staff to increase their awareness of opportunities on campus to gain a better understanding of diversity and cultures.
- Outcomes: Members of the staff attended 28 events/lectures throughout the year.
- Future Plans: Continuing

University Audit Office
Offer flexible schedules to all University Audit Office employees to support individual work/life balance challenges.
- Outcomes: 100% of requested flexible work schedules have been granted.
- Future Plans: Continuing

Investment Office
Invite individuals to speak about different cultures with respect to our efforts toward international investing.
- Outcomes: Professor Sanjeev Bhojraj spoke on 04/10/13 to Investment Office Staff and member of JAO about doing business in India and Southeast Asia.
- Future Plans: Completed and Institutionalized

ACHIEVEMENT—staff
University Audit Office
Encourage continuing education for all employees, and strive for 100% participation in conferences, leadership training, professional organization involvement, or university committee involvement.
- Outcomes: 100% of staff participated in at least one of the following: conferences, leadership training, professional organization involvement, or university committee involvement.
- Future Plans: Completed and Institutionalized

University Counsel
ACHIEVEMENT—graduate and professional students
Reach out to minority students at Cornell Law School to encourage their application for law clerk positions in the Office of University Counsel, including personal emails, tours,
opportunities to meet with an attorney. Devise an ongoing pipeline for minority law students to work in the office.

- **Outcomes:** OUC saw an increase in the number of minority applicants for the law clerk positions.
- **Future Plans:** Under Revision

**ENGAGEMENT—all**

*Promote diversity on campus via amicus briefs and other legal advocacy, and by conducting three preventative counseling sessions designed to educate administrators on how to achieve diversity goals within the legal context of equal opportunity obligations.*

- **Outcomes:** To date, there have been no significant compliance issues raised, and when concerns arise, clients know to consult with this office.
- **Future Plans:** Institutionalized and Ongoing

**INCLUSION--staff**

*All Office of University Counsel staff will complete the Respect@Cornell online course.*

- **Outcomes:** 100% OUC staff completed Respect@Cornell.
- **Future Plans:** Completed

**COMPOSITION—undergraduate students**

*Meet with undergraduate pre-law advisors to develop an outreach program designed to educate/assist undergraduate minority students who may be interested in a career in higher education law as well as related public interest fields; activities might include shadowing, mentorship, etc.*

- **Outcomes:** Support was created for an office internship to support undergraduate URM students interested in law school
- **Future Plans:** Completed

**ACHIEVEMENT—graduate and professional students**

*Meet with student services at Cornell Law School to develop an outreach program designed to educate/assist minority law students who may be interested in a career in higher education law as well as related public interest fields.*

- **Outcomes:** OUC participated in a PILU panel, engaged in active outreach with NALSA and developed a supportive relationship.
- **Future Plans:** Completed