Deans

Architecture, Art and Planning

COMPOSITION – Undergraduates, Graduate and Professional Students
Increase recruitment and enrollment of undergraduate and graduate URM students by utilizing pipelines for improved communication; utilizing AAP NYC for recruitment and yield events, proactive outreach during application process; hosting efforts; and open house events.

- **Outcomes:** Hosted a discussion with the Arizona Ivy League Project; attended recruitment events; contacted high school counselors and teachers to identify potential applicants; developed new training, with a diversity component, for alumni interviewers; offered specialized programming to URM admitted students during Cornell Days and Diversity Hosting Month.
- **Future Plans:** Continuing

INCLUSION – Undergraduates
Increase success of URM students transitioning to college through: student website; AAP diversity orientation events; first year family events to engage families; and assessing need for new student mentoring program.

- **Outcomes:** Designed and implemented an AAP Diversity Orientation, AAP Abroad Orientation, and AAP Information Technology Orientation. Offered enhanced mentoring opportunities for PSP students to assist with transition to college: AAP students participating in PSP in Summer 2013 had a URM peer advisor who was a fellow AAP student. AAP students participating in PSP in Summer 2014 will also receive mentoring and support from an URM AAP student as their peer advisor.
- **Future Plans:** Completed and Institutionalized

INCLUSION – Faculty
Ensure annual participation in Cornell Faculty Institute for Diversity.

- **Outcomes:** One AAP faculty member applied for the Institute.
- **Future Plans:** Under Replacement

ACHIEVEMENT – Undergraduates
Support range of opportunities for URM students through including graduate students in AAP; expanding off-campus opportunities (including possible AAP Connect and AAP NYC); and increasing expectations that returning students will share experiences with others.

- **Outcomes:** In 2013-14, the AAP Associate Director of Academic Services and Diversity advised two student organizations: National Organization of Minority Architecture Students and Movement of Architecture, Art, and Planning. URM students were supported to attend the Cornell University STEM Men of Color Symposium; Les
Femmes Conference; Black Solidarity Conference; and National Association of Minority Architecture Students. AAP also funded URM students to attend the National Association of Minority Architecture Students in Indianapolis, IN, and the United Nations Habitat Conference in Colombia.

- **Future Plans:** Under Replacement

**ACHIEVEMENT – Undergraduates**

*Better utilize Cornell’s Learning Strategies Center, identifying students at risk and requiring student participation in various programs and counseling services.*

- **Outcomes:** Based on academic performance in the Fall 2013 semester, 17 undergraduates returned in Spring on warning status, and 9 were required to meet with Learning Strategies Center staff. 7 of the 9 students met the requirement, and all 7 improved their semester grade point average and the number of credits completed in Spring 2014.
- **Future Plans:** Under Revision

**Arts and Sciences**

**COMPOSITION – Faculty**

Create two faculty diversity hiring initiatives: reserving faculty-renewal bridge funds to allow for extra hiring for opportunities that appear in regular searches; and reserving up to ten positions for target of opportunity hires of tenured faculty outside regular searches.

- **Outcomes:** Twelve diversity-enhancing hires were made for new faculty, with another two offers pending. Of these, seven are faculty from URM populations, and five are women in traditional male-dominated fields.
- **Future Plans:** Continuing

**COMPOSITION – Faculty**

Form faculty task force to review college diversity policies and strategies, and report back to college deans with assessment of college performance and recommendations for policy change.

- **Outcomes:** A task force was formed by the college in the fall of 2013; the task force met with different departments and administrators from other colleges to assess best practices. They gave a summary oral report to the deans in May and will submit a final written report later this summer.
- **Future Plans:** Continuing

**COMPOSITION, INCLUSION, ACHIEVEMENT – Undergraduates, Graduate and Professional Students, Faculty**

*Enhance Africana Studies Research Center by adding up to 4 new professorial faculty, implementing new Ph.D. graduate field, and implementing new undergraduate curriculum for major and minor.*

- **Outcomes:** Three new senior faculty members joined Africana Studies in 2013-14, and two new faculty will join the program in 2014-15. The new Ph.D. program received state approval in the fall of 2013, and proceeded to recruit its first entering class (five Ph.D. students), which will begin in the fall of 2014. The new hires have significantly
strengthened the social science side of the department and allowed Africana to develop new curriculum in humanities and social science tracks at the graduate and undergraduate levels.

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

COMPOSITION, ACHIEVEMENT – Undergraduates

*Initiate Posse Program*

- **Outcomes:** The first Posse cohort group recruited from the Chicago region began in the fall of 2013, and a new cohort has been selected to enter in the fall of 2014. Posse is a college access and youth leadership program that identifies promising high school students who might not otherwise have applied to top-tier colleges and universities. Students attend college in multicultural cohorts of 10, and they receive targeted guidance and mentoring during their first two years.
- **Future Plans:** Institutionalized and Continuing

COMPOSITION, ACHIEVEMENT – Faculty

*Institute diversity fellowship program offering final year Ph.D. & postdoc with bridge funding for tenure-track appointments.*

- **Outcomes:** The Mellon Humanities Diversity Post-Doctoral Fellowship program supported six post-doctoral fellows in 2013-14. One of them has been hired on a tenure-track line at Cornell next year. Five post-doctoral fellows will be in residence next year.
- **Future Plans:** Continuing

ACHIEVEMENT – Undergraduates

*Support Mellon Mays program’s preparation of underrepresented students for graduate study.*

- **Outcomes:** The Mellon Mays Undergraduate Fellowship Program celebrated its 25th anniversary at Cornell with a special symposium in March 2014. Up to five undergraduate students from URM populations participate in this program each year, working with a faculty mentor on a major research project. 31% of Cornell students who have participated in this program have gone on to graduate school, and 14% have completed a Ph.D. 24 recent graduates of the program are currently in graduate school.
- **Future Plans:** Continuing

**College of Agriculture and Life Sciences**

COMPOSITION – Undergraduates

*Increase percentage of Native American students in CALS. Develop relationships with targeted high school and higher education institutions; increase emphasis on recruiting efforts for Native American students. Work with American Indian program for NYS students & Land Grant Institutions for transfers. Consider adding Native American Day program.*

- **Outcomes:** For students who checked the “American Indian or Alaska Native” box on their applications: (1) there were 105 first-year and transfer applications for fall 2014, compared with 118 applications for fall 2013; (2) 42 first-year applicants were admitted for fall 2014, compared with 41 for fall 2014.
- **Future Plans:** Continuing
COMPOSITION – Undergraduates
Increase the international undergraduate student population. Restructure admissions priorities; develop transfer programs, exchange programs, and CALS Visiting Fellows program.
  • Outcomes: 11% increase in total first-year and transfer applications from international students. Applicants offered first-year admission included students from Bangladesh, Brazil, Bulgaria, Canada, China, El Salvador, India, Indonesia, Israel, Kenya, Korea, Peru, Romania, Saudi Arabia, Singapore, South Africa, Switzerland, Tanzania, and Vietnam. 21 exchange/visiting students entered CALS in spring 2014 (in comparison with 19 the prior spring).
  • Future Plans: Continuing

COMPOSITION – Graduate and Professional Students, Faculty, Staff
Provide grants for department-based and faculty-led diversity recruitment initiatives, advertising availability of resources.
  • Outcomes: CALS Diversity Initiatives Showcase: Four out of five programs awarded presented either updates or outcomes of their programs; 24 people attended from at least sixteen departments and participated in a question and answer session which followed the presentations; the RFP for the upcoming year fiscal year was distributed. Four applications were received for 2013-14.
  • Future Plans: Continuing

INCLUSION – All
Create focused communication and outreach around CALS diversity efforts.
  • Outcomes: Four articles in The Chronicle; seven CALS blog entries; several other upcoming blog posts are planned to profile a diverse mix of outstanding CALS students. CALS social media has become actively engaged in promoting diversity-themed efforts and activities on campus by reposting, retweeting, liking and otherwise interacting with groups like AIP, Cornell Mosaic, Cornell LGBTQ Resource Center, etc., on Facebook and Twitter.
  • Future Plans: Continuing

INCLUSION – Faculty, Staff
Actively recruit nominees for CALS Diversity Award.
  • Outcomes: Dr. Angela Gonzalez, Department of Development Sociology, was selected as the 2014 CALS Diversity recipient.
  • Future Plans: Continuing

INCLUSION – Undergraduates, Graduate and Professional students, Faculty
Create a CALS seminar focused on “Diversity Across the Disciplines.”
  • Outcomes: Brown bag seminar with Dr. Marisela Huerta from the Weill Cornell Center for Autism and the Developing Brain; Special Seminar by Ari Ne’man, President and founder of ASAN and member of the U.S. National Council on Disability: “Autism and the Disability Community: The Politics of Neurodiversity.”
  • Future Plans: Completed
INCLUSION – Undergraduates
*Increase the number of courses offered in CALS to satisfy the Diversity Requirement.*
- **Outcomes:** Development Sociology: Gender and Development. Instructor Lori Leonard: Course proposal approved by the CALS Curriculum Committee; Nutritional Sciences: Instructor Pilar A. Parra: Course development in progress.
- **Future Plans:** Completed

ACHIEVEMENT – Undergraduates
*Expand summer internship opportunities for URM students and include students in networking/development sessions for all underrepresented students.*
- **Outcomes:** Four internships will be supported in summer 2014 through Dean’s funds allocated to CCE. One additional student was placed in a CCE internship.
- **Future Plans:** Continuing

**Computing and Information Science**

COMPOSITION – Undergraduates
*Increase the numbers of women and URM students expressing an interest in Computer Science as entering freshmen by working with College of Engineering Admissions to feature Computer Science research, students, and careers to prospective students.*
- **Outcomes:** From 2013 to 2014, interest among incoming female freshmen increased from 23% to 31% and among incoming URM freshman from 23% to 33%.
- **Future Plans:** Continuing

COMPOSITION – Undergraduates
*Increase the numbers of women and URMs majoring in Statistics by promoting the new Actuarial Science track in CALS.*
- **Outcomes:** The Actuarial Science track was established during the 2012-13 academic year and DSS hosted three information sessions this academic year to recruit interested students. Statistical Science currently has 30 majors, including 17 female (60%) and 2 URM (7%). For women majors, this represents an increase of 11% over the previous year.
- **Future Plans:** Completed

COMPOSITION – Faculty
*Increase opportunities for URM and women applicants for faculty positions through targeted recruitment and diversity training for search committees.*
- **Outcomes:** This year, departments focused on increasing the diversity of the candidates interviewed for faculty positions. CIS faculty applicant pools included the following percentages of female and URM candidates: Computer Science: 13% female and 3% URM; Information Science: 27% female, 4% URM; and Statistics: 21% female and 2% URM. Both CS and DSS interviewed female candidates in excess of their overall percentages. CS interviewed 22 candidates, of which 27% were women, and made 12 offers, of which 25% were to female
candidates. DSS interviewed 6 candidates of which 50% were women, but made no offers. IS interviewed 8 candidates of which two (25%) were women.

- **Future Plans:** Continuing

COMPOSITION, ENGAGEMENT, ACHIEVEMENT – Undergraduates

*Increase the numbers of women and URMs in the Computer Science major by supporting their success in introductory programming courses through curriculum design, mentorship, and academic support.*

- **Outcomes:** While it is too early to measure impact, the change in programming language used to teach introductory programming (CS 1110) from JAVA to Python seems to have had an effect on women becoming undergraduate CS majors. The class of 2016 -- the first to take Python -- is 29% women, compared to 23% for the class of 2013. To enhance opportunities for current women majors, department and donor funding was used to support the start-up of Women in Computing at Cornell (WICC), a new student group that provides support and mentorship to undergraduate women in CS; conference scholarships; and STEM workshops for middle school girls to enhance the pipeline of future students.

- **Future Plans:** Continuing

ENGAGEMENT, INCLUSION – Staff

*Develop unit-wide communication plan to promote an inclusive environment for staff that includes awareness, feedback, and the opportunity to contribute to development of unit initiatives. Specific initiatives may include presentations by inspiring university leaders to inform and empower staff to engage in visioning and planning and the development of feedback tools to assess needs and outcomes.*

- **Outcomes:** CIS staff goals for this year included inviting Mary Opperman, VP for Human Resources, to a CIS all-staff meeting to discuss diversity and its different facets. CIS, in partnership with Engineering, sponsored a workshop with the student group Ordinary People, which provided another venue to increase awareness of diversity and inclusion issues. Both events were well attended.

- **Future Plans:** Continuing

Continuing Education and Summer Session

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. Maintain & expand targeted pipelines. Expand marketing and promotion; identify resources for scholarships.*

- **Outcomes:** 15% URM and 25% international students were part of the cohort of 902 Summer College high school students who attended in Summer 2013.

- **Future Plans:** Continuing
COMPOSITION – Staff
Recruit, retain, and promote diversity in faculty and staff. Develop new recruiting strategies, networking, and career opportunities to promote diversity.

- Outcomes: Collaboration with Administrative Human Resources.
- Future Plans: Continuing

INCLUSION – Faculty, Staff, Off-Campus Constituents
*Improve multicultural competency through Respect@Cornell and classes that promote co-curricular study and engagement.*

- Outcomes: 74% of SCE full-time and part-time staff completed this training. A Summer College Intergroup Dialogue Project was initiated with funding from the University Diversity Council with the goal of creating a dialogue development course for Summer College students in summer 2014.
- Future Plans: Continuing

ACHIEVEMENT – Undergraduates, Graduate and 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.*

- Outcomes: 133 (15% of a typical class size of 900) Summer College attendees were incoming Cornell freshman in fall of 2013. This statistic is consistent from year to year. We are currently engaged with JGSM and the Dept. of Natural Resources to plan new Summer Session program offerings in Summer 2014 which would be appealing to high school students.
- Future Plans: Continuing

ACHIEVEMENT – Off-Campus Constituents
*Support career development offerings by professional students by developing and marketing new on-campus and online learning offerings.*

- Outcomes: We are in the process of developing a formal SCE policy and template for staff professional development.
- Future Plans: Continuing

College of Engineering

COMPOSITION – Faculty
*Program of actions resulting in increasing the number of URM and women faculty. Elements 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.*

- Outcomes: Faculty Searches: Only 4 searches were performed in FY14. The diversity of the FY14 searches was in some respects greater than and others less than in FY13 (FY 13: Interviews - 22% women, 9% URM; Offers - 24% women, 14% URM; Hires - 29% women, 14% URM. FY14: Interviews - 12% women, 2% URM; Offers - 42% women, 0% URM; Hires - 33% women, 0% URM). Three women faculty were promoted to Associate Professor with tenure. No
women were denied promotion. No URM candidates were put forward for promotion. The first senior woman hires in engineering will join the faculty in July 2014 and Jan 2015.

• **Future Plans:** Continuing

**COMPOSITION, ENGAGEMENT, INCLUSION – Graduate and Professional Students**
*Recruit and support URM Ph.D. students and support their transition to the workforce. Sloan Scholars Program of 1) targeted recruitment and enrollment strategies; 2) faculty & peer mentoring; 3) supplemental advising; 4) leadership development programming.*

• **Outcomes:** 2013-14 Applicant Pool to Sloan Fields: 172 URM Applicants; 49 Admits; 23 Matriculants; 10 Cornell Sloan Fellowships funded and 2 matching Cornell Colman Fellowships funded. Trends in Engineering URM Ph.D.s: 2012: 148 applied, 36 admits, 12 matriculated/ 2013: 132 applied, 31 admits, 9 matriculated/ 2014: 118 applied, 33 admits, 15 matriculated. (Relative to 2013 the overall number of applicants was down 14% for all US applicants, and down 9% for URM US applicants.) No withdrawals of Cornell Sloan Fellows in 2013-14; effort to support completion of continuing fellows is ongoing.

• **Future Plans:** Continuing with Revisions: Enhanced emphasis in FY15 on implementing a coordinated recruiting strategy

**ENGAGEMENT, ACHIEVEMENT – Undergraduates, Graduate and Professional Students, Postdocs, Junior Faculty**
*Host STEM Men of Color Symposium and Empowering Women in Science and Engineering Symposium.*

• **Outcomes:** STEM Men of Color Symposium: 152 attendees (22% Hispanic; 72% Black; 18% White; 1% Native American; 4% Asian; 13% Choose Not to Report). 100% attendees who completed evaluations indicated interests in more STEM diversity related symposiums in the future; Over 80% of respondents found it useful and encouraging to hear the inspirational stories of the keynote speakers. EWISE Symposium: 156 attendees (12% African American; 7% Hispanic; 1% American Indian; 10% Asian American; 3% Multi-URM; 51% White; 10% International; 7% No information reported).

• **Future Plans:** Completed

**INCLUSION – Staff**
*Coordinate a college-wide message about diversity and inclusion through kickoff presentation, follow up discussions in local units, and culminating college-wide event.*

• **Outcomes:** Two events were held. A fall all staff meeting with the Dean followed by a social event and a spring event with the student interactive theater group "Ordinary People." Approximately 150 staff members attended each event. Both resulted in robust discussions. EAS, MSE and CEE held Departmental Meetings and most of their staff took advantage of opportunities to increase their knowledge of diversity and inclusion.

• **Future Plans:** Under Revision
ACHIEVEMENT – Undergraduates

Improve retention rate for URM and first generation undergraduates through interventions at key points, including a first semester course, summer program prior to three semesters, and enhanced tutoring in semesters 3-8.

- **Outcomes:** 30 students participated in the Spatial Reasoning Course. As assessed by a standard test, students increased their spatial skills by 13% and brought up the lowest scores from 30/100 to 70/100. Approximately 30 students participated in tutoring, receiving over 350 hours of tutoring. All tutored students completed their courses at the level needed for affiliation to their major.
- **Future Plans:** Continuing

Graduate School

COMPOSITION – Graduate Students

Director of Recruitment will work with Associate Dean for Inclusion and Professional Development to support graduate fields to develop relationships with strategic partners, foster exchange of information, and support implementation and management of new Graduate School Recruitment Grants to increase enrollment of URMs.

- **Outcomes:** The STEM faculty working group's suggestions will be used to shape the new recruitment webpages and OIPD brochure redesign. The working group advised on how to promote and secure faculty participation at conferences and recruitment events and supported the formation of a graduate student ambassador program for recruitment purposes. 14 faculty members participated in 13 recruitment conferences/events. During the recruitment cycle approximately 900 prospective students were met. 113 applied to Cornell for graduate school, 42 were accepted and 16 matriculated. Graduate Student Ambassadors participated in 4 recruitment events, met 289 prospective students and followed up by answering numerous emails. Events where Ambassadors were present yielded 44 applicants, 17 of whom were admitted and seven matriculated.
- **Future Plans:** Continuing

ENGAGEMENT – Graduate and Professional Students, Postdocs and Academic Professionals

Continue to offer series of professional development programs addressing phases of grad/professional/postdoc progression, at least two of which will target women's professional development. Target advertising to student of color and women's organizations.

- **Outcomes:** OIPD offered 2 workshops focused on topics of interest to women graduate students. Evaluations indicated high satisfaction with both workshops. OIPD employed targeted advertising to market all of its programs to students of color and women. 31 participants attended the Dual Career Couples workshop (39% women, 61% men, 6% URMs, and 39% International students). 23 participants attended the Putting Your Graduate Degree to Work event (61% women, 39% men, 17% URMs, and 26% International students). OGLS, OPS, and GPWomeN also hosted a viewing and debriefing of the *Voices of Influence* series which focuses on women's professional development. OGSL and OIPD co-
sponsored the International Women's Day banquet and recognition ceremony with the Women's Resource Center. 132 faculty, staff, and students attended, including 53 graduate and professional students.

- **Future Plans:** Continuing

INCLUSION – Graduate and Professional Students

*Continue to increase visibility and influence of messaging about excellence, learning, collaboration, and achievement through diversity by improving content of diversity pages of website.*

- **Outcomes:** Associate Dean and Director of Communications solicited feedback from Graduate Diversity Council, which resulted in changes to the description of Toward New Destinations on the Commitment to Inclusion pages as well as changes on the Diversity pages. During the period in which the changes were made, Google Analytics indicated increases in "hits" on the Diversity Initiatives page (number of hits increased from 382 to 820 or +53%), Graduate Diversity Council page (number of hits increased from 192 to 450 or +57%), and Diversity Events page (number of hits increased from 168 to 881 or +80%).

- **Future Plans:** Completed and Institutionalized

INCLUSION – Graduate and Professional Students

*Graduate Diversity Council will continue to review professional development and student life program plans and make recommendations for direction, content, and focus. GDC will continue to provide input in GS Recruitment Grants, building partnerships, and opportunities to celebrate achievement of diverse scholars.*

- **Outcomes:** Based on recommendations from the GDC, Graduate School Recruitment grant awards were modified to ensure all elements of the proposed programs supported the core components of inclusion and engagement. Based upon the GDC recommendation for an interactive format for conversations with faculty members regarding ways in which faculty members can support graduate student diversity and inclusion, OIPD hosted a mentoring best practices session featuring a diverse graduate student panel and interactive case-study format with directors of graduate studies. Evaluations were very positive.

- **Future Plans:** Completed and Institutionalized

ACHIEVEMENT – Graduate and Professional Students

*Continue to make available “field metrics” on Graduate School Intranet site that allows fields and Graduate School leadership to monitor and discuss achievement indicators for different groups of students.*

- **Outcomes:** The Graduate School leadership met with the directors of graduate studies of 34 graduate fields during 2013-14 to discuss field metrics. Discussions focused on metrics overall as well as by gender, citizenship, and race/ethnicity. Metrics included median time to degree, attrition time and rates, and completion time and rates. The deans inquired about the availability and inclusiveness of mentoring, professional development opportunities, job placements, and building community for all graduate students. Results of four Graduate School surveys were also discussed and directors of graduate studies were encouraged to
incorporate feedback from these surveys as they considered ways to improve the experience for graduate students in their field.

- **Future Plans:** Continuing

## School of Hotel Administration

**COMPOSITION – Faculty, Staff**

*Improve hiring managers’ awareness of the importance of and strategies for diversity recruiting.*

*Work with HR to increase applicant pool of URM candidates.*

- **Outcomes:** A 10% increase in diversity of applicant pool resulting in the hire of diverse candidates at the tenure-track, lecturer, and managerial levels; a 75% increase in bias training among faculty and staff; partnership with central recruiting to increase diversity of applicant pool; participation in a recruiting fair with central recruiting to tap into the local market; and establishment of a partnership with the city of Ithaca and Greater Ithaca Activities Center to train local residents for entry-level career opportunities in hospitality.

- **Future Plans:** Under Revision

**COMPOSITION – Undergraduates, Graduate and Professional Students**

*Increase targeted pipelines of URM applications and resulting yield by visiting key multicultural high schools in 4 cities and inviting select students to campus open house. Continue to target Historically Black Colleges for Masters candidates.*

- **Outcomes:** (1) An increase in URM total admit number for undergraduates and MMH students; (2) 1% increase in the URM population of both undergraduates and MMH students; (3) visits to seven high schools and one community college: hosted two special off-campus outreach programs, hosted an open house, and invited four high schools for on-campus visits; (4) establishment of an official MMH 2+1 application process, which yielded one URM applicant; and (5) development and incorporation of a diversity and ethics essay question into the MMH application.

- **Future Plans:** Under Revision

**COMPOSITION – Undergraduates**

*Increase efforts to attract Veteran applicants. Research ways to connect with applicants and inventory best practices across campus.*

- **Outcomes:** Increased the total number of veteran students; hired two veterans; and increased the number of participants from 20 to 24 for the Pillsbury Institute’s Hospitality Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) program.

- **Future Plans:** Under Revision

**INCLUSION – Faculty, Staff**

*Continue effort to increase overall understanding of diversity and inclusion by requiring all faculty and staff to complete Respect@Cornell; inventory best practices across campus to continue to strengthen culture and conversations about diversity and inclusion.*

11
• **Outcomes:** 97% of staff completed Respect@Cornell. Launched the Diversity and Inclusion Committee; established a section dedicated to diversity and inclusion in Statler News, the SHA newsletter; created a “best practices” list from the Cornell community and higher education for review by the Diversity and Inclusion Committee and school leadership in the 2014–2015 academic year.

• **Future Plans:** Completed

**INCLUSION – Off-Campus Constituents**

*Partner with DFA and Procurement Services to increase support for diverse suppliers and contractors.*

• **Outcomes:** Successfully partnered with Central Strategic Procurement Program; reviewed historic spend for school and the Statler Hotel; attended strategic diversity sourcing meeting; and identified opportunities to increase annual spend.

• **Future Plans:** Continuing

**College of Human Ecology**

**COMPOSITION – Undergraduates**

*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.*

• **Outcomes:** While succeeding in enrolling one applicant from SMC, our overall number of applications was disappointing. The University received 53 applicants, with very few admits. Good progress was made towards building infrastructure within the Psychology department, but greater coordination among the various constituents is needed.

• **Future Plans:** Continuing

**ENGAGEMENT – Undergraduates**

*Enhance CHE standard undergraduate course evaluation to collect and provide data to course instructors about the climate of diversity and inclusion in the classroom.*

• **Outcomes:** The diversity committee proposed four different questions to department chairs that address either diversity of perspectives or climate in the classroom. Each department agreed to select one or more of the questions to be included in the course evaluation for their introductory level courses as a pilot in the Fall of 2014. Based on the pilot, the questions may be modified to be included in all CHE course evaluations in the Spring of 2015.

• **Future Plans:** Continuing

**INCLUSION – Undergraduates, Graduate and Professional Students, Faculty, Staff**

*Analyze results of 2012-13 survey to assess current diversity and inclusion climate; identify and begin to address areas of concern.*

• **Outcomes:** A subcommittee of the diversity committee spent time analyzing the survey results. They have continued to work with the data and SRI to ensure that we make informed decisions and appropriately use resources to address concerns. The analysis
indicated a desire from the staff respondents for additional training in diversity and inclusion. This will be reflected in one of next year's initiatives.

- **Future Plans**: Continuing but not as a TND Initiative

**INCLUSION – Undergraduates, Graduate and 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. Develop and implement awareness program and guide.*

- **Outcomes**: Information collection began on this initiative. We have additional work to develop the guide for faculty and instructors.
- **Future Plans**: Continuing

**INCLUSION – Faculty, staff**

*Continue to promote completion of Respect@Cornell by faculty and staff.*

- **Outcomes**: Currently 88% of all faculty and staff have completed Respect@ Cornell. We have also institutionalized communication of this requirement to all new hires as part of our on-boarding process in CHE.
- **Future Plans**: Institutionalized

**ILR School**

**COMPOSITION – Undergraduates**

*Continue to consider how we can increase the number of freshman and transfer applicants from low income families, especially among URM groups.*

- **Outcomes**: This coming fall (fall '14), 19% of ILR's freshman class will be first-generation college students -- up from 13% in the fall of 2013.
- **Future Plans**: Continuing

**COMPOSITION – Undergraduates**

*Continue to study and implement feasible measures to increase URM transfer students.*

- **Outcomes**: Transfer applications from URMs increased from 50 to 58 (16% increase). So far, 12 of those admitted have deposited, with 5 still undecided (3 of those are TOs). In the fall of '13, 13 URMs enrolled, so it looks like we may surpass that a bit.
- **Future Plans**: Under Replacement

**COMPOSITION – Faculty**

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

- **Outcomes**: ILR added 6 new tenure-track faculty this year, 5 of whom are women. 3 of these hires are at the Assistant Professor level and 3 at the Associate Professor level.
- **Future Plans**: Continuing
INCLUSION – Undergraduates
Continue to evaluate all aspects of required Freshman Colloquium, including if it is a useful vehicle to stimulate dialogue among students from different economic and racial backgrounds.

- **Outcomes:** The colloquium occurs during the first month of the semester, on the heels of Orientation, and the committee felt that what we were doing, and when we were doing it, was not productively received.
- **Future Plans:** Under Replacement

ACHIEVEMENT – Undergraduates
Consider how to increase URM participation in a variety of undergraduate academic programs. Study whether there is under-representation in undergraduate academic programs: Global Scholar, Study Abroad/international programs; dean’s list; honor’s theses; preparation for Ph.D. Develop measures to eliminate disparities.

- **Outcomes:** In our Senior Honors program, we had 1 URM (up from 0 last academic year). Study Abroad held constant at 3 URMs this year, 3 last; our Dublin exchange program dropped to 0 from 3 URMs last year. In our brand new Global Scholars program we had 1 URM out of 3 in the program. However, we showed huge increases in the number of URMs in our credit internship program: 14 URMs this academic year compared to 1 last year.
- **Future Plans:** Continuing

Johnson School

COMPOSITION – Graduate Students
Maintain or increase the percentage of URMs and women in the 2 year MBA program; improve the ethnic diversity of the URM students. Expand pipelines, focusing on marketing campaigns, improving recruiting and yield activities.

- **Outcomes:** Incoming 2 year Class of 2016 is currently 11% URM and 27% women. URM numbers showing a slight decline from 12% for Class of 2015. Slight decline in women numbers from 30% in Class of 2015.
- **Future Plans:** Continuing

COMPOSITION – Graduate Students, Faculty
Improve diverse Ph.D. and faculty pipelines by creating partnerships, participating in annual and DSA partnerships, creating alumni database.

- **Outcomes:** Three new female faculty hired.
- **Future Plans:** Revised

ENGAGEMENT – Faculty, Staff
Provide diversity and inclusion training for Management Committee, Senior Administration, and staff. Leverage outside facilitators. Possible topics: multicultural competency, unconscious bias, micro-inequalities.

- **Outcomes:** Cultural Competency training for all staff facilitated by deepSEE Consulting in May 2014; Managers trained on the disabilities toolkit in April 2014.
- **Future Plans:** Completed
INCLUSION – Graduate Students

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

- **Outcomes:** Hosted Community Conversations series for faculty, staff and students to discuss diversity and inclusion (D&I) issues; provided T.E.A.M @ Johnson (Together Everyone Achieves More) wristbands for everyone to wear to show support of D&I; launched Caught Red Banded social media campaign on Facebook & Twitter where community members discussed what inclusion means to them; three graduates received D&I Leadership Awards from ODI.
- **Future Plans:** Continuing

INCLUSION – Graduate Students, Faculty, Staff

Facilitate climate study and develop new diversity and inclusion strategic plan.

- **Outcomes:** Postponed until 2015 due to Dean's new strategic goals.
- **Future Plans:** Continuing

Law School

COMPOSITION – 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; creation of program to pursue URM clinical teachers, particularly Cornell alumni; consideration of diversity in selection of adjunct faculty; assessment of quality of life/climate for URMs and women faculty.

- **Outcomes:** The Law School was able to successfully recruit three URM faculty members to join our permanent faculty. Two of these URMs will be coming in as tenured professors and one will be joining as a clinical professor. In addition, the Law School's new Dean is a URM who is rejoining our faculty after two years at the University of Chicago. We also have a returning URM in our Clinical Program. In addition, the Faculty Appointments Committee (FAC) adapted a process to assess candidates that further the Law School’s interest in promoting diversity throughout the search process.
- **Future Plans:** Continuing

COMPOSITION – 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.

- **Outcomes:** The Law School Alumni in Academia Committee and Faculty Appointments committees continue to look at ways to bring in URMs and women as Visiting Assistant Professors and help URM alumni enter law academia. Recently, the school was able to bring in an URM alum as a Visiting Assistant Professor. The alum spent two years at the Law School teaching and conducting research with support from tenured faculty.
members. She entered the job market this year and was successfully hired for a tenure-track position.

- **Future Plans**: Continuing

**COMPOSITION – Graduate and Professional Students**  
*Increase the percentage of URM students who matriculate. Utilize alumni of color for targeted recruitment; increase academic support for all students.*

- **Outcomes**: Cornell Law School was recently ranked at #1 in the 2014 US News Diversity Index. Out of our JD students, 19% identify as multi-ethnic, 16% as Asian, 13% as Hispanic, 8% as African American, and 2% as American Indian. In addition, progress has been made in organizing a formal network of African American lawyers. The Cornell Black Lawyers Alumni Network (CBLAN) was formed in March 2014. CBLAN will focus on mentoring and recruiting current students, fundraising for African American Cornell Law students, and supporting networking events for students and alumni.

- **Future Plans**: Continuing

**INCLUSION – Graduate and Professional Students**  
*Continue to 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.*

- **Outcomes**: The Diversity Committee met with various student organizations to brainstorm ideas and solutions on how to address the issues raised in the 2012-2013 assessment. The committee will continue to work with the student organizations next year on this initiative to bring these ideas and solutions to fruition.

- **Future Plans**: Continuing

**ACHIEVEMENT – Graduate and 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.*

- **Outcomes**: Incoming students identified as needing extra support are invited to attend an Academic Orientation Program (AOP). AOP, which is run by tenured faculty members, includes class simulations, workshops, and discussions to review skills and techniques of academic success while giving students the opportunity to meet one another. The Academic Support Director position has been made permanent. This year, the Director has given workshops, created web-based programs, and offered individual counselling to students. Additionally, the Director organized tutors to work one-on-one with struggling first year students. For our LLM students, the Law School will offer a new, three-week program in August before the start of classes, introducing the American legal system.

- **Future Plans**: Continuing

**ACHIEVEMENT – Graduate and Professional Students**  
*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.*
Outcomes: The Associate Dean for Alumni Affairs & Development (AAD) met with the Diversity committee in February 2014 to present a broad overview of the diversity of the alumni constituency, reported on events that target diverse populations, and discussed general practices in ensuring that diverse populations within the alumni constituency were adequately represented within groups like the Alumni Association Executive Board, Reunion committees, and Law School Advisory Council. The Associate Dean also talked about working with the university’s Diversity Alumni Programs Director on joint initiatives like the newly established Cornell Black Lawyers Alumni Network. Law AAD will continue to work with the Diversity Committee on its stated goals and objectives.

Future Plans: Continuing

Library

COMPOSITION – Staff
Investigate and identify recruiting resources within the library and archival communities to outreach to known minority groups.

Outcomes: Library Human Resources investigated additional recruiting sources that would increase qualified minorities in our applicant pools. We have expanded our advertising sources for Librarian positions to include American Indian Library Association, Asian Pacific ALA, Black Caucus of ALA, Network for Black Librarians and Chinese American Librarians Association. We hired 3 minorities and 1 female veteran into staff positions.

Future Plans: Institutionalized

COMPOSITION – Graduate Students
Help the graduate school increase the number of new URM Ph.D. students. Build and promote deep research collections in African American History and partner with Africana Studies to recruit potential candidates for new Ph.D. program in Africana Studies.

Outcomes: The Library's Rare & Manuscript Collections offered a presentation to the first entering class of Africana Ph.D. students and provided them with an overview of special collections that support African and Africana American studies. The Library also played a key recruitment role for newly created faculty positions in Africana Studies. Library curators toured job candidates through our growing research collections on African and African American culture, such as the renowned Hip Hop Collection, the photo archive of the Amsterdam News, and a trove of original documents on the Black Panther party. Most recently arrived in the Rare and Manuscript Division is collection on legendary Nigerian musician and human rights activist Fela Kuti.

Future Plans: Institutionalized
COMPOSITION – Staff
Increase targeted minority pipeline by hosting ARL diversity fellow.

- **Outcomes:** We financially support the ARL diversity fellowship program and the University Librarian (UL) serves as a mentor to a minority ARL fellow who spent a week here in the Library in September. The UL also holds monthly phone meetings with the ARL fellow.
- **Future Plans:** Continuing, but not as a designated TND initiative

ENGAGEMENT – Off-Campus Constituents
Strengthen community partnerships with diverse organizations. Outreach to community partners such as South Side Community Center and TCPL to share and partner on diverse programming.

- **Outcomes:** 152 Hip Hop related events were held, which attracted nearly 8,000 faculty, students, local residents, and researchers from across NYS and beyond. Library staff helped coordinate programs during black history month, programs on Ancient African Civilizations, Woman of the Civil Rights Movement, Nelson Mandela, and the meaning of Kwanzaa at the Lifelong Center. Rare and Manuscript Collections staff presented at the All-Ivy Native American Summit and at the STEM Men of Color "Access to Knowledge and Power Symposium." One of our librarians joined the Task Force for the Retention of Undergraduate Black Men and started a Black Men's support group which includes students on campus as well as non-Cornell men from the Ithaca community.
- **Future Plans:** Institutionalized

ENGAGEMENT – Off-Campus Constituents
Increase number of diverse vendors used by CUL.

- **Outcomes:** Library Finance & Budget has met with Procurement Services to get a baseline assessment of our current procurement. Although the majority of our current spend is limited by the number of available vendors for Library systems and University requirements to use specific vendors, we have increased our number from 5.1% to 6.2% of total spend with identified diversity vendors, with an overall 9.73% of vendors used identified as vendors in diverse categories.
- **Future Plans:** Completed

College of Veterinary Medicine

COMPOSITION – Staff
Continue the Vet Technician pipeline initiative targeting 2 and 4 year NYS programs with a high diverse student population. Continue to engage with Deans, Program Directors, and Career Services at targeted schools to establish opportunities to partner to augment quality and diversity of LVT talent pool.

- **Outcomes:** In FY13-14 an initial increase in the percentage of URM applicants at the start of the fiscal year was followed by a decline and then another increase towards the end of the year. The percentage of URM applicants rose for the 5 most recent openings and ranged from 8% to 33% of total applicants. Strategies to increase the number included: 1) outreach to targeted schools to establish opportunities to enhance Cornell's profile as an employer; 2) plan for campus visits in partnership with Central HR's Recruitment and
Employment Center and Cornell University Hospital for Animals Section Supervisors; 3) hosting a summit on campus, inviting Program Directors of Veterinary Technician programs; 4) considering inviting students to do preceptorships in CUHA; 5) designing and implementing enhanced marketing strategies to veterinary technician students and alumni using social media and targeted communications.

- **Future Plans:** Revised

**COMPOSITION – 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.*

- **Outcomes:** Spend for Minority, Women and Veteran-owned business has increased from 6.11% to 7.44% for the 10 months ended April 30, 2014, the latest figures available. We are currently in a pilot program for the purchase of lab supplies to evaluate the pricing, quality, service and administrative convenience of the diverse suppliers that have been identified by Procurement Services.
- **Future Plans:** Continuing

**ENGAGEMENT – Graduate and Professional Students**

*Continue to conduct survey to assess the level of connectedness BBS graduate students experience as a result of the first-year course, "By Specific Design: Skills Building for a Career in Life Sciences." Analyze results to determine additional programming needs and review the survey results in terms of diversity of the incoming class.*

- **Outcomes:** The survey questions were analyzed with respect to the 5 independent variables. The main focus of this analysis was on BIOAP 6100, and whether taking this course was found to enhance connectedness and an inclusive atmosphere within the BBS Program. The primary results indicated that there is no statistically significant difference between the perception of connectedness and inclusiveness of graduate students who did take BIOAP 6100, and that of students who did not take BIOAP 6100.
- **Future Plans:** Completed

**ENGAGEMENT, INCLUSION – Extended Community**

*Create Minority Alumni Mentoring Program, developing comprehensive database of minority veterinary alumni and seeking their involvement on recruitment, retention, and climate issues. Profile 3-5 alumni on website.*

- **Outcomes:** Emails were sent out to 200 URM vet school alumni who graduated between 1991 and 2012. 60 alumni responded to the emails indicating that they would be interested in participating in the program. We have created a database with names, contact information, year, and areas of mentoring interest for the alumni who have elected to participate. We have also identified three alumni to profile on our website.
- **Future Plans:** Revised

**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.*
- **Outcomes:** The pilot summer high school program invited 6 URM and/or low-income students to spend 3 days at Cornell attending a conservation medicine course taught by a veterinary faculty member. One of the goals of the program was to offer students a chance to experience college at an Ivy League institution. After the program, 2 of the 6 students who initially indicated that Cornell was either not a good fit for them or that they didn't feel like they belonged in a place like Cornell had changed their minds.

- **Future Plans:** Continuing

INCLUSION – Staff

*Work with college leadership to identify a core group of supervisors/managers to engage in "Race: The Power of an Illusion" 3 part series with debriefing discussion utilizing trained facilitators from CITE.*

- **Outcomes:** 32 supervisors participated in the training and facilitated discussion. The effectiveness was measured through a series of 3 surveys focusing on the climate, program content learning, as well as personal learning/behavioral change. The first survey was conducted prior to the program to establish a baseline. A second survey was administered immediately following the training, and a third 4 months later. All participants indicated the program was informative and over 95% indicated they would recommend the program to a friend immediately following the program, with 83.4% indicating they still would 4 months later. Nearly 82% of the participants reported having discussed the program/experience with others – which may have led to additional learning benefits for the organization.

- **Future Plans:** Revised

**Vice Presidents**

Alumni Affairs and Development

**COMPOSITION – Staff**

*Increase AA&D's external visibility in order to recruit culturally fluent staff; create video, marketing materials tool kit, and marketing ambassadors program.*

- **Outcomes:** Created a recruitment video that highlights the culture of AA&D through the lens of a staff member’s perspective. Created an AA&D recruitment brochure. Created a website that will act as a toolkit for our ambassadors, containing the video and brochure, as well as serving as a cultural information destination for potential hires and increasing our external visibility.

- **Future Plans:** Continuing

INCLUSION – Staff

*Develop Phase II of the "Business of Diversity and Inclusion" trainings by offering trainings at all staff and/or cultural exchanges.*

- **Outcomes:** Following our February 2013 All-Staff program we collected feedback from the division; the top opportunity for growth was around generational differences, and this became the focus for programming for the February All-Staff and the June All-Staff. In February, Mike Davis from The FutureWork Institute presented his research on the future
workplace and four generations of work. In June, Corey Earle reflected on the February All-Staff presentation and applied those concepts more directly to AA&D. This presentation was woven into the service awards programming, making the generational differences topic a part of our already established culture.

- **Future Plans:** Completed

---

**INCLUSION – Staff**

*Embed diversity and inclusion into division's culture and everyday actions by incorporating a diversity and inclusion goal into staff work plans of Senior Leadership team, giving AVPs a visible role promoting diversity within their areas.*

- **Outcomes:** Davine Bey was invited to May meeting of SLT and Program Directors (40+ managers within AA&D) to present “Hiring and Retention—Increasing Diversity.” Corey Earle, Associate Director, Student & Young Alumni Programs, presented “Cornell University through the Decades” during the AA&D All Staff meeting in June. Corey’s topic connected the earlier presentation of Generational Differences by defining Cornell experiences with the different eras/decades of alumni.

- **Future Plans:** Completed

---

**INCLUSION – Staff**

*Develop and implement a program of regular internal communications to better inform staff around issues of diversity and encourage commitment from all levels of the organization.*

- **Outcomes:** Messages each quarter, including a total of 6 email messages throughout the fiscal year. Items included a November Veterans Day and a January Martin Luther King Jr. message; Council introductions and updates; an All Staff "what to expect" primer; and distribution of a CornellCast video on colleague network groups.

- **Future Plans:** Completed

---

**INCLUSION – Extended Community**

*Access Cornell alumni who are professionals in Diversity and Inclusion at major corporations to provide best practices and guidance for organizational paradigm shift.*

- **Outcomes:** Identified over 255 alumni who do diversity work as their full time occupation or who serve in a leadership capacity on a diversity and/or inclusion council or committee for their employer. Efforts to schedule Jane Hyun ’90 and Phyllis Haserot ’65 before the end of the fiscal year have been unsuccessful. Phyllis Haserot is known for her expertise on generational differences. Her presentation to the AAD Diversity Council will be an afternoon intensive regarding the different experiences of workers of different generations and how to communicate better among generations. Hyun, recent author of “Flex: The New Playbook for Managing Across Differences” will be invited to present to the AAD council within the next few months as her book tour winds down.

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

COMPOSITION – Staff
Continue work of FY13 to measure and improve pipeline for increased diversity for all Facilities Services. Targeted initiatives to include job fairs, apprenticeship programs, rotational assignments, and mentoring.

- **Outcomes:** Successful Career Exploration event with two panel workshops for Recruiting & Interviewing; hands-on sessions for navigating online application process & developing resumes. Approximately 130 attendees from community; all local unions represented; Cornell departments and other community partners including Challenge, GIAC, CLASP, TST-BOCES; Workforce NY, Southside. There have been at least 2 hires, over 10 interviews, and 1 rotational assignment as a result of the event.
- **Future Plans:** Continuing

ENGAGEMENT – Staff
Follow up on FY13 pilot Building Inclusive Leaders program by developing train-the-trainer program to address issues of race and racism.

- **Outcomes:** Participant recruitment was very problematic because of the short notice that the Multicultural Resource Center gave us as a start date.
- **Future Plans:** Under Replacement

ENGAGEMENT – Staff
Host Understand to Overcome three part learning series Race: The Power of an Illusion with facilitated discussion sessions.

- **Outcomes:** The three part video series was conducted and facilitated with FSDC staff over three months. Average of 10 people participated in the series.
- **Future Plans:** Continuing

INCLUSION – Staff
Broader awareness of supervisory staff of accommodation issues for employees with disabilities by incorporating Just In Time Toolkit in Supervisory Management Training Program for all supervisors.

- **Outcomes:** A very successful training program was completed with 13 supervisors and managers in attendance. Additional training programs are being explored for all supervisors and managers since this program did not fall into the overall supervisory Management Training Program agenda for FS.
- **Future Plans:** Continuing

ACHIEVEMENT – Staff
Host a series of career development workshops to support job enhancement and life development opportunities.

- **Outcomes:** Successfully executed two sessions on Rotational Assignments as the first workshop in the Master Your Career series.
- **Future Plans:** Continuing
Financial Affairs and Information Technology

COMPOSITION – Undergraduates

*Continue to enhance the DFA/IT Summer Intern Program, hiring URM and women students.*

*Network across campus to consider adding graduate student; investigate process improvements for recruitment efforts for permanent positions.*

- **Outcomes:** The DFA and CIT Summer Intern program was enlarged from 10 to 16 interns including a graduate student. A planning team was established and meetings were held to review specific feedback opportunities, improve recruiting and hiring, and the use of social media to attract candidates. A social activity was added at the front end of the program to facilitate social interaction between the interns across DFA and CIT. Three of the interns returned for positions within the organization after the summer program.

- **Future Plans:** Continuing with Enhancements

INCLUSION – Off-Campus Constituents

*Encourage units to add "spend with diverse suppliers" as part of FY14 TND goals. Continue working with targeted suppliers to meet business growth goals.*

- **Outcomes:** Diverse supplier spend for the university has grown from $16.1 mil to $18.1 mil from FY12 to FY13 and is continuing to grow. As of May 30, the Diverse Supplier spend for the university is $25.4 million, including $7.6 million of NY State certified diverse supplier spend. 65% of the 12 diverse suppliers targeted to increase their business with Cornell have been successful with growth totaling $1,007,671. There were 48 meetings held for the 12 "targeted" diverse suppliers to work with them one-on-one to grow their businesses. 6 Cornell units have made growth of diverse supplier spend a TND goal. Reports were developed for all of the College Officers to provide them with their specific status of diverse supplier spend and opportunities were discussed with each as part of annual Business Reviews. Activities undertaken this year include: enhanced ability to find diverse suppliers, event to introduce targeted diverse suppliers to the campus, and collaboration with the Johnson Graduate School of Management to provide consulting to 5 targeted suppliers to enable them to grow their business with Cornell and other constituents. Twenty students were involved in the JGSM collaboration.

- **Future Plans:** Continuing with Enhancements

INCLUSION – Staff

*Division-wide diversity training designed to broaden awareness. Will select from available Cornell classes.*

- **Outcomes:** 511 individuals attended diversity training in person or through live-streaming. The training session was developed specifically for DFA and CIT and conducted by the Cornell Interactive Theatre Ensemble. The methodology included interviewing individuals from all levels of both DFA and CIT and developing scenarios intended to assist the organization with enhancing awareness of the definition of diversity and how it impacts all individuals. The training was provided in group sessions, followed by dialogue sessions and handouts for future reference. 72.4% responded to the feedback survey and results were overwhelmingly positive (99% found the training to be positive and ~95% found the training method to be helpful).

- **Future Plans:** Continuing with Enhancements
ACHIEVEMENT – 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.

- **Outcomes:** This year the effort was expanded to collaborate with the HRSS Diversity Committee. The pilot effort consisted of 6 pairs from DFA, CIT, HR and Cornell Police. Participants were volunteers; pairs were matched based on position responsibilities. A survey was issued at the end of the Informal Networking pilot, with a response rate of 83%; all respondents provided positive feedback. The formal mentoring pilot program was launched in DFA in November, and has been positively received by the 17 participants. Controller's Office, Vet School, Business Service Centers, Treasury and Government are participating. More pairs may be added in FY15. The mentoring pilot for CIT will be launched in FY15.
- **Future Plans:** Continuing with Enhancements

INCLUSION – Staff

Continue to develop and expand communications strategy to increase diversity awareness, highlight achievements, improve climate, encourage participation.

- **Outcomes:** A total of 21 activities were executed: 5 stories on the diversity website covering the initiatives; 4 specific training communications; 3 summer intern communications; 2 articles (one in the Pawprint and one in the Chronicle on the diverse supplier effort); and 4 senior management "talking point" communications developed to assist with large organizational gatherings. Additionally, the Diversity Communications subcommittee started utilizing "push" communications each time a new communications piece was issued to assist with organizational awareness of the diversity activities. The objective of the Communications subcommittee team is to ensure there is an update at least every 60 days to keep the organization engaged.
- **Future Plans:** Continuing with Enhancements

Human Relations and Safety Services

COMPOSITION – Staff

Continue efforts to create an inclusive environment and increase diversity within job groups where goals exist. Work with REC to forecast openings; receive training on developing pipelines; recruit diverse applicants; report results.

- **Outcomes:** Training has been delivered and 3 year forecasts have been completed; CUPD and EH&S have developed pipelines, all as outlined in the initiative. HR is developing their pipeline project in conjunction with HR Council and is scheduled to complete on time.
- **Future Plans:** Completed

COMPOSITION, INCLUSION – Staff

Ready HR&SS hiring and supervisory staff to recruit and retain Veterans by identifying skills conversion software or other training to recognize military service skills that can translate to meet Cornell workforce needs.
• Outcomes: DIWD in conjunction with REC and the VCNG identified a conversion tool for applicants and listed it as a resource on the Cornell Careers website dedicated to veterans. A newly designed one-page marketing document created to attract veteran hires also includes the tool.

• Future Plans: Completed

ENGAGEMENT – Staff
Collaborate with Division of Financial Affairs and Information Technology Diversity Council to develop an accessible communications strategy, cross-planning and promoting diversity workshops, trainings, campus and community events.

• Outcomes: Communications timeline has been developed; a website and poster have been designed and launched via an announcement e-mail.

• Future Plans: Continuing

INCLUSION – Staff
All staff will complete series of two diversity-related workshops, as determined by ODFS in consultation with DIWD, to provide them with the skills needed to navigate differences. Sessions will provide baseline diversity knowledge for the organization, providing common language and common practices.

• Outcomes: The courses were completed as set for goal. Inclusive Excellence Academy is up and running. Highlights: 22 HR&SS employees (including 17 Police Officers) read Whistling Vivaldi: How Stereotypes Affect Us and What We can Do "Issues of our Time" by Claude Steele and joined staff from the Budget and Planning Office for a full-day discussion of the book led by M. Cookie Newsom, Ph.D. Informal Networking Program, sponsored by the DFA/CIT and HR&SS Diversity Committees - 12 people (6 pairs) participated.

• Future Plans: Completed

INCLUSION – Staff
Provide orientation on CU "Leading in a Disability Inclusive Workforce" toolkit for managers and supervisors.

• Outcomes: All unit managers and supervisors within HR&SS have completed the "Leading in a Disability Inclusive Workforce“ toolkit orientation. Surveys are automatically set to send at the set times.

• Future Plans: Completed

Student and Academic Services

COMPOSITION – Staff
Work with REC to identify additional outreach to increase diversity of applicant pool in all areas of SAS. Explore staff attrition, with a possible focus on Dining, and develop retention strategies.

• Outcomes: Outcome measures were changed mid-year to concentrate on areas the UAW identified as concerns of the Dining UAW workers. In 2014-15, focus group meetings with UAW employees to listen and address any on-going concerns will be held. Workday reports are in place to establish baselines and will be used to monitor quarterly, applicant
pools, new hires, terminations and other metrics to benchmark our recruitment goals and retention efforts. We also focused on additional outreach to identify recruitment opportunities through partnering with our outside Recruitment Partners and social media avenues. Dining focused on four key areas of concern for UAW workers (training, fuller employment, recognition and consistency in applying policies).

- **Future Plans: Continuing**

**INCLUSION, ENGAGEMENT – Undergraduates**

*Continue efforts to increase multicultural awareness and competencies of SAS student employees. Use inventory created in 2013 to create a calendar of year-long diversity education events and trainings; gather data and develop strategy to assess current competency and measure advances in awareness and competencies.*

- **Outcomes:** Developed a survey to collect data from SAS staff who supervise student employees to understand better the demographics of the students hired; how the work environment contributes to creating a sense of inclusivity and openness for the Cornell community; the types of diversity training offered; and, what supervisors need to be effective in training and supporting their student employees on the topic of diversity. Fifty-seven supervisors responded (43% response rate).
- **Future Plans:** Continuing

**INCLUSION, ENGAGEMENT – Staff**

*Increase multicultural competency of SAS staff by compiling and sharing results of survey of available diversity training; presentation by Dr. Raechele Pope on multicultural organization development in higher education, preceded and followed by reading and discussion; and possibly utilizing "Race: The Power of an Illusion."

- **Outcomes:** The pre- and post-test multicultural inventory (multicultural competency assessment) was not identified this year. The subcommittee completed an initial survey of training opportunities to share with the division of SAS. Vice President Murphy set an expectation that all staff complete two diversity experiences throughout the year. Incorporating accountability into the performance dialogue process has begun. The subcommittee helped Residential Programs promote "Race the Power of an Illusion" and facilitated discussion, to many SAS units (Dining, Gannett, A&PE, Dean of Students). Each unit presentation was open to the entire division.
- **Future Plans:** Continuing

**INCLUSION – Undergraduates, Graduate Students, Staff**

*Develop communication strategies to increase knowledge and competency of diverse populations through sharing year-long communications plan with other diversity councils; promoting tagging of events on Cornell Events Calendar; and advising SAS Diversity Council regarding communications to SAS.*

- **Outcomes:** Six diversity-related updates were distributed via the SAS-ALL-L listserv, roughly every 6-8 weeks. Content included messages from the co-chairs of the SAS Diversity Council, informational messages on various diversity topics which were linked to, when possible, upcoming diversity-related programming sponsored by the university and/or SAS which were tagged "diversity" on the Cornell Events calendar. Also, the Initiative #5 SAS Diversity Council subcommittee began to serve in an advisory role to
the larger Council, as evidenced by increased consultation and utilization by other Council members. However, this group did not engage with other diversity councils.

- **Future Plans:** Under Revision

**ACHIEVEMENT – Undergraduates**

*Continue efforts to increase retention of African American male students to parity w/all Cornell students by identifying retention practices, seeking student feedback, implementing successful practices. Partner with Scholars Working Ambitiously to Graduate, a student group focused on black male retention, to launch Welcome Back networking and engagement event.*

- **Outcomes:** The subcommittee’s work has been animated by the retention and graduation data for 6-year periods between 2003-2008 and 2008 to the present and focus group data. The subcommittee met with Kate Thompson and Cindy Van Es to learn more about their Men of Color Skills Seminar course and its impact. The subcommittee also supported SWAG’s Welcome Back Reception in September, a successful event. The subcommittee created a report summarizing data gathered from focus groups with Black men students and alumni, inclusive of a set of recommendations. This report was shared in seven administrative meetings and student gatherings. Overall positive feedback and suggestions were received. The subcommittee initiated a benchmarking exercise to examine levels of support and opportunities for Black men on 20 campuses.

- **Future Plans:** Continuing

**University Communications**

**COMPOSITION – Staff**

*Employee Satisfaction: Continue to evaluate and reduce attrition. Track demographics of staff who exit voluntarily and involuntarily; analyze data from future university-wide satisfaction surveys. Obtain information on best practices for an inclusive work environment.*

- **Outcomes:** The division’s HR representatives have continued to conduct exit interviews of staff leaving the division. We await the next employee satisfaction survey in order to combine that data with the interviews in order to identify factors that may be causing attrition.

- **Future Plans:** Under Replacement

**COMPOSITION, ACHIEVEMENT – Staff**

*Employee Recognition. 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.*

- **Outcomes:** With the help of HR, a new program has been chosen based on the Grad School’s successful recognition program. We’re modifying this program to fit our needs.

- **Future Plans:** Continuing

**ENGAGEMENT -- Staff**

*Leadership Training: All racial/ethnic minorities and women at Band F and above will have the opportunity to attend a leadership training event within a 3 year window.*
• **Outcomes**: Eight staff members participated in one or more professional development courses during FY14. A total of ten courses were attended -- all offered by the university. Gathering information on position changes and post-training feedback is under discussion.
• **Future Plans**: Continuing

**ENGAGEMENT – Staff**

*Volunteering. Promote engagement across differences through an activity in which six teams (created from our division roster) volunteer with a community organization.*

• **Outcomes**: Six teams volunteered between March 20 and July 1. We had 57% participation, with 37 colleagues volunteering at the following organizations: Significant Elements, Wood’s Earth Organic Classroom, Greater Ithaca Activities Center, Cayuga Nature Center, Loaves and Fishes, and Boynton Middle School. An additional 5 volunteers from the G&CR participated in the Cayuga Nature Center activity. A follow-up survey to gather feedback is planned. Verbal response has been positive.
• **Future Plans**: Completed

**INCLUSION – Staff**

*CITE: Provide diversity training focusing on racial/ethnic, gender, and disability-related issues for all employees. Division will participate in Cornell Interactive Theater Ensemble program in January 2014.*

• **Outcomes**: We enjoyed a 2-hour program featuring the “No Time for Explanations” performance. Verbal response was overwhelmingly positive. This was reinforced with a survey in which we collected feedback from over 50% of the division.
• **Future Plans**: Completed

**Medical College**

**Weill Cornell Medical College**

**COMPOSITION – Graduate Students**

*Establish and pilot the Weill-Ithaca Summer Experience in Research (WISER) Program with 4 undergraduate students from Cornell Ithaca. This is a longitudinal research mentorship and network experience.*

• **Outcomes**: The 2013 WISER program successfully enrolled its first cohort of 4 URM students: 3 rising juniors, 1 rising sophomore. Each project culminated in a final paper and a 20-minute presentation.
• **Future Plans**: Continuing

**COMPOSITION – Graduate Students, Postdocs and Academic Professionals, Faculty**

*Continue 4th year of Successful and Productive Academic Research Careers (SPARC) conference. 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.*
• **Outcomes:** The 4th annual Successful and Productive Academic Research Careers conference was held on May 15th, 2014. The theme of this year's conference was: *Advancing Diversity and Inclusion in the Translational Research Workforce.* Over 90 in-person and webcast registrants attended.

• **Future Plans:** Continuing

ENGAGEMENT – Graduate Students
*Expand the Minority House Staff Committee (MNC) and the infrastructure to support diversity to other departments. Establish Residency Diversity Groups in each department which can plan and implement events to attract diverse residents.*

• **Outcomes:** Hosted first Minority Student, Faculty, and Housestaff Mixer. Event was successful with 60 attendees. Residency Diversity: We held several meetings throughout the year with the Designated Institutional Official of New York-Presbyterian Hospital, Dr. Konopasek, to address the role of New York-Presbyterian Hospital in supporting housestaff diversity. In addition, we organized group meetings with both Drs. Konopasek and Kerr, the Medical Director of Critical Care Services New York-Presbyterian Hospital Weill Cornell Medical Center as well as residency directors including Dr. Dipace to address the role of New York-Presbyterian Hospital in supporting diversity in residency selection in housestaff.

• **Future Plans:** Continuing

INCLUSION – Graduate Students, Faculty, Staff
*Enhance climate of inclusion for LGBT patients at Weill Cornell & NY Presbyterian Hospital through revised patient information materials that are more sensitive and inclusive with regard to sexual orientation and gender identity.*

• **Outcomes:** Physician organization has approved requested modifications to EPIC (electronic medical record for Weill Cornell Medical College). These include changing “mother/father” to “parent 1/2,” more prominent preferred name field, and a section with scroll down options for detailed medical history of sexual orientation and gender identity for appropriate patients. These changes will be implemented with new EPIC system upgrades in July/August 2014.

• **Future Plans:** Continuing as a Revised Initiative

INCLUSION – Faculty
*Establish mandatory Faculty CME course to educate faculty on appropriate workplace behavior.*

• **Outcomes:** Online and lecture format course launched 3/2014. To date 87% of full time faculty and supervisors have completed the course. This will be mandatory for all new full time faculty and supervisors for each academic year.

• **Future Plans:** Institutionalized

ACHIEVEMENT – Faculty
*Work with WCMC Finance and Academic Affairs to compare starting salaries by gender within department. If significant differences are identified, investigate further.*

• **Outcomes:** The newly hired assistant professors who were under 40 years old at time of hire were evaluated by starting salary, with comparison by gender. This group was selected as it should offer the most homogeneity of data. The years of comparison were
2010-2013 where comparable databases were available. The data included 102 females and 80 male assistant professors. There was no significant difference seen between the two overall groups. The data was then evaluated by department.

- **Future Plans:** Continuing

**Provost**

**Staff constituency in the provost’s area**

**INCLUSION – Staff**
In collaboration with other units, make training opportunities that support intercultural skills and knowledge available to provost area staff.

- **Outcomes:** Staff participated in numerous trainings, including the viewing of *Race: The Power of an Illusion*; a Gannett presentation titled: *Cultural Considerations in Working with Students*; Guiding the Way to Inclusion Conference; 2013 Diversity Community Roundtable Seventh Generation: Creating Sustainable Change; The Access and Diversity Collaborative Fall 2013 Meeting; College Board Forum Colloquia Session, *Taking Action and Achieving Success After Fisher v. University of Texas*.

- **Future Plans:** Continuing

**ACHIEVEMENT – Staff**
Support career development for provost-area staff through increased dialogue during performance evaluations and activities in support of career development through HR.

- **Outcomes:** Activities included: Senior Leadership Retreat (Summer 2013); Enrollment Management Seminar; Non-Exempt Staff Retreat – StrengthsFinder; Introduction to Metrics; Financial Aid Officer Retreat; Financial Aid Counselors & Advisors StrengthsFinder Retreat; Ivy Directors Meeting; Recruitment Staff Retreat; Harvard Institute; HDCLP and Turning Point participants; Management Academy Participants; New Supervisor Orientation Program; Conferences and Professional Associations; Continuing Education; Cornell Employee Degree Program.

- **Future Plans:** Continuing

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

**Provost: Center for Engaged Learning and Research**

**ENGAGEMENT – Faculty, Administration**
Continue leadership team participation in Imagining America’s national initiative Building the Architecture of Inclusion to strengthen linkages between diversity and community engagement programs.

- **Outcomes:** 1) CU figures prominently in the efforts by Susan Sturm, Director of Columbia's Center for Institutional and Social Change, who works with Imagining America on Diversity and Engagement in the "Full Participation" project to assist HE institutions in combining diversity with engagement and best practices in how to increase full participation. 2) A Cornell team led by A.T. Miller attended Imagining America's
Summer Institute on Community Organizing. This led to a connection with Kirby Edmunds from the Ithaca community and the "Building Bridges" initiative in Ithaca; connections for Cornell graduate students; and the "Extension Reconsidered" initiative, a resource for Cornell’s application for the First in the World Grant. 3) Cornell faculty presented at Imagining America’s annual conference. EL+R sponsored 3 graduate students to present, and funded one of Imagining America’s graduate PAGE Fellows.

- **Future Plans:** Under Replacement

**Provost: Vice Provost for Undergraduate Education**

**COMPOSITION – Undergraduates**

*Improve yield of admitted first-year students through new efforts to personally reach out to at least 50% of admitted URM first year-students and 100% of first-year students attending Diversity Hosting Month.*

- **Outcomes:** In April 2014, the Undergraduate Admissions Office hosted (Diversity Hosting Month) our largest number of admitted URM students (approximately 400) in university history. This number does not include students participating in the Engineering Diversity program nor does it include URM students who participated in Cornell Days. Our joint Admissions/Financial Aid Officer who works with URM students estimates that she met with 150 unique admitted URM students/families during Diversity Hosting Month to discuss financial aid options. As of May 12, URM students represent 21.9% of the enrolling class (the fourth year in a row that the university has surpassed the 20% marker for URM freshman enrollment).

- **Future Plans:** Institutionalized

**Provost: Vice Provost for Academic Affairs and Vice Provost for State Programs**

**COMPOSITION – Faculty**

*Develop a best practice guideline to be used by college administrators in dual-career recruitment; increase success of such recruitments.*

- **Outcomes:** Prepared a Guide for dual career recruitment for chairs, which will be distributed to all chairs.

- **Future Plans:** Continuing

**Provost: Vice Provost for International Affairs**

**INCLUSION – Staff**

*Educate 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 delegations. Utilize the CU "Leading in a Disability Inclusive Workforce" toolkit with administrative managers.*

- **Outcomes:** 1) All Einaudi Center administrative managers completed the CU “Leadership in a Disability Inclusive Workforce” webinar and “Just-in-Time Toolkit for Managers.” 2) Andrea Haenlin-Mott, ADA Coordinator for Facilities Services, presented an interactive discussion for the VPIA/Einaudi group on “Planning Accessible Events,” and an interactive presentation for the CU Press staff entitled “Disabilities in the Workplace.” 3) A document was drafted and approved to serve as a guide for “VPIA-Einaudi Best
Practices-Accessible Events. Constituent groups included staff in the Vice Provost for International Affairs office, Einaudi Center for International Studies, and Cornell Press. It is our intention to put this into practice for 2014-15 and continue to develop this guide as needed.

- **Future Plans:** Institutionalized

### Division of Budget and Planning

**COMPOSITION – Staff**

*Increase applicant pool (and thereby diversity of pool) for open positions through compositional assessment, recruitment training, and revision of job description templates.*

- **Outcomes:** Worked with HR to add position information for this year. As a small unit, a reasonably robust data gathering for baseline will take some time. Thus far, we are only addressing the assessment portion of the initiative—we have been unable to address issues regarding recruitment training or job description templates.
- **Future Plans:** Continuing

**ENGAGEMENT – Staff**

*Increase the awareness of diversity and inclusion as a priority by promoting and attending as a division one diversity related educational event.*

- **Outcomes:** DBP partnered with Human Resources & Safety Services for a full-day *Impact of Stereotypes* workshop facilitated by Dr. Melva Newsom, director of Diversity Education and Assessment at UNC Chapel Hill. 78% of DBP staff took part in the workshop. The majority of participants Strongly Agreed or Agreed that the workshop increased awareness of stereotyping (56%) and encouraged cross-campus interaction (69%), and half Strongly Agreed or Agreed that participating helped improve relationships with colleagues in DBP.
- **Future Plans:** Continuing

**ENGAGEMENT – Staff**

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

- **Outcomes:** Twenty-two DBP staff (73%) volunteered for the day at two community service agencies in Ithaca. In lieu of survey, a debriefing session identified staff perceptions of the activity, which were included in a PawPrint article about the initiative. Participants' comments suggest that they found the experience "very rewarding," and they appreciated the opportunity to contribute to the community agencies and also to learn more about the great things these organizations are doing in the community.
- **Future Plans:** Continuing

**ENGAGEMENT – Staff**

*Encourage maximum participation in career-related activities to explore, engage in, and increase understanding of the University that may fall outside day-to-day responsibilities.*

- **Outcomes:** We opted to solicit information about staff activities regarding personal or professional growth opportunities beyond their usual job-related activities by creating posters--using original art created by a DBP staff member--where we could all write
down and share activities as they occurred. The activities solicited for the posters were broader than just "career-related" activities, and the organizing principle was taken from one of our VP's suggested readings, The Medici Effect by Frans Johannsen. Staff activities were varied and interesting.

- **Future Plans:** Completed

**INCLUSION – Staff**

*Improve multi-cultural competency by encouraging maximum participation in a common reading program. Pre-defined theme gatherings throughout the year to discuss *Whistling Vivaldi*, how stereotypes affect us and what we can do.*

- **Outcomes:** At the time the survey was administered (mid-March), 87% of DBP staff had participated by reading at least some of *Whistling Vivaldi* by Claude Steele. Over half (55%) of the staff who read the book rated it 'Good', 'Very Good' or 'Excellent' as a means of exploring the concept of stereotyping and increasing our understanding of diverse ways that people communicate with and understand each other.

- **Future Plans:** Completed

**Research Division**

**COMPOSITION – Undergraduates**

*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.*

- **Outcomes:** In 2013-14, the 4 Research Division summer research opportunity programs (Astronomy, CCMR, CLASSE, CNF/NNIN) attracted over 1600 applicants. 46 students were selected to participate in the 10-week research programs. Each program emphasized the inclusion of female students and URM students; the largest percentage of URM students are Hispanic which is reflected in a 10% average population per program. Data shows the programs made an effort to target and include students coming from academic institutions where research opportunities in STEM are limited. The Cornell Graduate School received a total of 91 applications from students who participated in the summer research opportunity programs between 2009-2013. Of these applicants, 44 were admitted and 20 matriculated.

- **Future Plans:** Continuing

**COMPOSITION – Staff**

*Review applicant pools to ensure they meet diversity goals for the University. Identify options for advertising that reach a more diverse population. Ensure postings identify the most appropriate education and experience to appeal to a broader audience.*

- **Outcomes:** Data was gathered on each non-academic posting before the interview process began to review diversity goals. All of the applicant pools for the 47 positions filled met the diversity goals established by the University for women and/or URMs. Departments were encouraged to expand their interview pools to enhance the process and include
additional choices in selection for a second interview. Of the 47 new hires 30 women and 9 URMs were hired. 10 of the 47 hires had goals for women and we hired 6 women into those positions (60% hire rate). 40 of the positions had goals for minorities and we hired 7 minorities into those positions (17.5% hire rate).

- **Future Plans:** Continuing

**COMPOSITION, ACHIEVEMENT – Graduate Students**  
*Work with appropriate graduate fields to expand population and advance success of graduates through training grants, lectures, seminars, workshops, career development, and recruiting.*

- **Outcomes:** During 2013-14, the Research Division included Cornell faculty and current graduate students in recruitment events. Of the prospective students met during the 2013 recruitment cycle, 113 applied to Cornell, 42 were accepted and 16 matriculated. A Graduate Student Ambassador program was started in fall 2013. Graduate Student Ambassadors participated in 4 recruitment events and met 272 prospective students. Events where Ambassadors were present yielded 44 applicants, 17 of whom were admitted and 7 matriculated. The Research Division has also furthered its partnerships with the Office of Inclusion and Professional Development at the Cornell Graduate School, the Office of Academic Diversity Initiatives and the Diversity Programs in Engineering Office.

- **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, and will develop professional development opportunities for teachers.*

- **Outcomes:** This initiative reached a total of 7,009 K-12 Students (including 3,223 females, 1,424 URMs and 1 student with a disability). Of these, 3,076 participated in hands-on activities with CUR faculty, students and staff. The other 3,933 were reached indirectly through our lending library program. We also reached 327 teachers, including 212 females, and 47 URMs.

- **Future Plans:** Under Revision

**ACHIEVEMENT – Off-Campus Constituents**  
*Cornell instructors or researchers will provide accelerator-physics and x-ray science research opportunities for undergraduates at community colleges to encourage them to pursue STEM careers.*

- **Outcomes:** Four community college students participated in the SRCCS program during the summer of 2013. Half of the students were accepted into four-year degree-granting institutions for the fall of 2013. The remaining students were ineligible to transfer to a degree granting institution in the fall of 2013. 100% of the surveyed (Qualtrics, Cornell) participants indicated that the summer research experience solidified their plans to pursue a higher education in a STEM field. 100% of the surveyed participants indicated that the experience enhanced their knowledge, understanding and/or appreciation of physics, the sciences or engineering.

- **Future Plans:** Under Revision
President

Collected units in the President’s area

President: Investment Office

COMPOSITION – Undergraduates
Broaden outreach to URM student groups across campus to increase pipeline of diverse applicants for intern/analyst positions.

- Outcomes: CIO spoke at the Cornell Office of Academic Diversity Student Luncheon Series on March 11, 2014. It was attended by about 40 students. A presentation was given about the endowment, the Investment Office and the importance of the endowment to the financial health of the university. Also discussed were the many intern and analyst positions available in the Investment Office on an annual basis.
- Future Plans: Continuing

President: Office of Judicial Administrator

COMPOSITION – Staff
Increase targeted pipelines by using tools developed in FY13 (hiring international students, recruitment list) for any open positions.

- Outcomes: We did not have any openings to use these tools.
- Future Plans: Continuing

COMPOSITION, ENGAGEMENT – Undergraduates, Graduate & Professional Students, Staff
Continue to network with supervisors and colleagues about interest in JAO work; offer temp positions to persons of diverse groups. Meet with 3 student groups representing diverse communities to inform them about JAO work.

- Outcomes: We trained fifteen campus partners to serve as investigators for Title IX cases. For the outreach, we modified the goal because we were not hearing back from student groups of color. Instead, we did a presentation to approximately a dozen female students through the Women's Resource Center and worked with the Dean of Faculty to increase the representation of females in the pool of Reviewers for Title IX cases. The total pool is now sixteen, with seven men and nine women.
- Future Plans: Institutionalized

President: Dean of Faculty Office

ENGAGEMENT – 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.

- Outcomes: Strived for diversity when filling faculty committees, with successful results. In addition, CAPE (which is part of DOF) had a good balance of women speakers for the CAPE lecture series. University and Messenger Lecturer series had a good balance of female and minority lecturers in 2013-214.
• Future Plans: Continuing

President: Office of University Ombudsman

ENGAGEMENT – Postdoc and Academic Professionals, Faculty, Staff
Continue to expand efforts to inform community about Ombudsman services through briefing sessions, email blasts, and posters with tear off cards.
- Outcomes: This year we distributed posters to all residence halls, workplaces including the shops, and academic buildings. In addition, we sent e-mail messages both Spring and Fall to all Staff, faculty and students. As a result of these efforts visits to the office totaled about 350 individuals and the number of visits to the website increased substantially.
- Future Plans: Continuing

President: University Audit Office

ENGAGEMENT – Undergraduates, Graduate Students
Enhance career development opportunities for diverse students by advertising Student Summer Intern opportunities and collaborating with OADI, 626 Thurston, and student accounting organizations.
- Outcomes: The University Audit Office focused on expanding outreach and awareness of the summer internship program to recruit from a diverse candidate pool. An information session was held in November 2013 sponsored by the Cornell Accounting Association (student group) to raise awareness about the internship and internal auditing in general. In spring 2014, emails were sent via the Cornell Accounting Association list serve to raise awareness about the internship. 17 applications were received, creating a diverse applicant pool; eight students were selected for interviews. Offers were made to two students, who both accepted and began working in early June 2014.
- Future Plans: Institutionalized

President: Office of the President

ENGAGEMENT – Staff
Expose staff to opportunities to enrich and diversify their experience through group community involvement at local agencies with diverse constituents.
- Outcomes: We were not able to organize volunteering at a local United Way agency.
- Future Plans: Under Replacement

President: University Audit Office

ENGAGEMENT – Staff
Expose staff to opportunities to enrich and diversify their experience through group community involvement at local agencies with diverse constituents.
- Outcomes: The University Audit Office was unable to accomplish this initiative, primarily due to its unexpected leadership transitions in FY14. The staff, however, planned an in-house learning opportunity in mid-June 2014 – to view Thomas Balmes’ documentary “Babies” and then have a discussion afterwards, with diversity in mind.
• **Future Plans**: Under Replacement

**President: Office of the President**

INCLUSION – Staff

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

- **Outcomes**: Diversity-related events were communicated to staff via emails. A total of 17 diversity-related events were attended throughout the fiscal year by the staff in this office (ranging from 1 person to 12 people attending an event).
- **Future Plans**: Continuing

**President: University Ombudsman**

INCLUSION – Staff

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

- **Outcomes**: The Ombudsman Office did not attend any diversity-related events in FY14.
- **Future Plans**: Continuing

**President: Office of the Judicial Administrator**

INCLUSION – Staff

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

- **Outcomes**: One person attended one session with the finance division, but felt it was not very relevant to his work.
- **Future Plans**: Continuing

**President: University Audit Office**

INCLUSION – Staff

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

- **Outcomes**: Diversity-related events were communicated during the University Audit Office Full Staff Meetings, and staff members were encouraged to participate.
- **Future Plans**: Continuing

**President: Investment Office**

INCLUSION – Staff

*Send email to staff on a monthly basis alerting them to upcoming diversity events and lectures and encouraging participation.*
• **Outcomes**: Attendance at the Cornell Diversity Training - Cornell Interactive Theatre - attended in person by 5 members of the Investment Office. The remaining staff members participated in various online training programs.

• **Future Plans**: Continuing

**President: Dean of Faculty's Office**

INCLUSION – Staff
*Send email to staff on a monthly basis alerting them to upcoming diversity events and lectures and encouraging participation.*

• **Outcomes**: One staff member attended the monthly Women of Color Luncheon and the Martin Luther King Lecture in 2014.

• **Future Plans**: Continuing

**President: Office of the President**

INCLUSION – Staff
*Improve multicultural competency by screening "Race: The Power of an Illusion," followed by speaker-led discussion (in tandem with University Counsel's office).*

• **Outcomes**: Eight staff members attended the three sessions of this film series. Six of the eight staff participated in the speaker-led discussion.

• **Future Plans**: Continuing to focus on multicultural competency with different training

**President: University Ombudsman**

INCLUSION – Staff
*Improve multicultural competency by screening "Race: The Power of an Illusion," followed by speaker-led discussion (in tandem with University Counsel's office).*

• **Outcomes**: All three members of this office attended the three sessions of the film series and participated in the speaker-led discussion.

• **Future Plans**: Continuing to focus on multicultural competency with different training

**President: Judicial Administrator**

INCLUSION – Staff
*Improve multicultural competency by screening "Race: The Power of an Illusion," followed by speaker-led discussion (in tandem with University Counsel's office).*

• **Outcomes**: 100% of the JAO full-time staff (5 people) attended all three sessions and the follow-up discussion.

• **Future Plans**: Continuing to focus on multicultural competency with different training

**President: University Audit Office**

INCLUSION – Staff
*Improve multicultural competency by screening "Race: The Power of an Illusion," followed by speaker-led discussion (in tandem with University Counsel's office).*
• **Outcomes:** In Fall 2013, 90% of the University Audit Office (Ithaca) staff attended screenings and participated in discussions of the PBS documentary series “Race: The Power of an Illusion.”

• **Future Plans:** Continuing to focus on multicultural competency with different training

**President: Dean of Faculty's Office**

INCLUSION – Staff

*Improve multicultural competency by screening "Race: The Power of an Illusion," followed by speaker-led discussion (in tandem with University Counsel's office).*

• **Outcomes:** One member of the Dean of Faculty Office attended the three sessions of the film series and participated in the speaker-led discussion.

• **Future Plans:** Continuing to focus on multicultural competency with different training

**President: Office of the President**

INCLUSION, ACHIEVEMENT – Off-Campus Constituents

*Strengthen relations with our local vendors and community and support achievement for targeted groups by increasing the amount purchased from diverse suppliers by up to 10%.*

• **Outcomes:** We were not able to have much impact on this initiative (perhaps because our budget for non-personnel expenses is quite small compared to other units).

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

**President: Office of Judicial Administrator**

INCLUSION, ACHIEVEMENT – Off-Campus Constituents

*Strengthen relations with our local vendors and community and support achievement for targeted groups by increasing the amount purchased from diverse suppliers by up to 10%.*

• **Outcomes:** All of the standard diversity vendors were on the list of vendors we already use.

• **Future Plans:** Institutionalized

**President: University Audit Office**

INCLUSION -- Staff

*Offer flexible schedules to all new UAO employees and employees whose circumstances change to support work/life balance challenges. Develop plans for 100% of requests.*

• **Outcomes:** 100% of the University Audit Office staff members are offered flexible schedules to accommodate work/life balance challenges. All University Audit Office staff members were invited to participate in the Remote Work Pilot Program, a research study designed to examine how employees transition to working remotely, outside of the office. Forty-five percent (45%) of the staff applied for and were selected to take part in the study. The program began in early March 2014 and is ongoing.

• **Future Plans:** Institutionalized
President: University Audit Office

ACHIEVEMENT – Staff

*Increase the diversity of participants in leadership training, conference participants, rewards and recognitions, strategic planning, and job rotational assignments.*

- **Outcomes:** 1) In FY14, 2 UAO staff members participated in the Hal Craft Leadership Program. 2) 90% of the staff are professional auditors. The UAO encourages continuing professional growth by supporting certification testing fees, study time and materials, and professional memberships. All audit professionals maintain active professional licenses and certifications through continuing education. 3) In March, a Senior Auditor was awarded the CAP Superstar award, for contributing significantly to the CNY IIA chapter. 4) 45% of the staff are on the University Audit Office Task Force. During FY14, the Task Force worked to foster an internal work environment that creates more growth opportunities for audit staff. 5) In February, 100% of the staff participated in an all-day team-building event, facilitated by the Office of Organizational Effectiveness at the ILR Conference Center. 6) A Senior Auditors taught FIN 104 in the DFA Training Program and in the New Supervisor Certificate Program.

- **Future Plans:** Institutionalized

University Counsel

COMPOSITION – Graduate and Professional Students

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

- **Outcomes:** Outreach included emails to student groups (BLSA, LALSA) leaders in fall 2013. Assistant University Counsel participated in spring 2014 BLSA Career Bootcamp (panel discussion and mock interviews). Office hired one diverse and one non-traditional student for summer 2014.

- **Future Plans:** Continuing

ENGAGEMENT – Staff

*Provide educational training and legal guidance in light of Fisher v. Texas Supreme Court decision regarding affirmative action in college admissions.*

- **Outcomes:** Provided legal guidance to key admissions administrators in light of Fisher v. Texas Supreme Court decision in June 2013 regarding affirmative action in admissions. All key admissions administrators from the central and college units were invited to attend. Continued to provide guidance as requested regarding minority scholarships and other affirmative action (student) legal matters.

- **Future Plans:** Completed

ENGAGEMENT – Staff

*Provide educational training and legal guidance regarding disability accommodations in the workplace, with a particular emphasis on accommodating "invisible disabilities."

- **Outcomes:** Performed substantial research and provided detailed instruction and guidance on how Cornell can meet its obligations under the ADA to consider placing qualified
employees with disabilities into vacant positions if/when a disability prevents employee from performing in existing position. This initiative will be a significant step forward in recognizing that Cornell is a single employer in addressing ADA compliance.

- **Future Plans:** Completed

**INCLUSION – Staff**

*Hold an all-staff retreat focused on training to improve multicultural competencies for staff members in order to serve an increasingly diverse clientele.*

- **Outcomes:** Provided multicultural competencies training for our staff members at office retreat in July 2013. Written feedback was overwhelmingly positive.
- **Future Plans:** Continuing

**INCLUSION – Staff**


- **Outcomes:** Screened 3-part series, conducted facilitated discussion lead by trained diversity facilitators. Written evaluations indicate that the film series was eye-opening, facilitation was moderately successful.
- **Future Plans:** Completed