

Cornell University—Institutional Diversity Planning
Toward New Destinations
Annual Initiatives 2012-13
Summary

Deans

Architecture, Art and Planning

INCLUSION—undergraduate students

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

ACHIEVEMENT—undergraduate students

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

COMPOSITION—undergraduate students

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

INCLUSION—tenure-track faculty

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

ACHIEVEMENT—undergraduate students

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

Arts and Sciences

COMPOSITION—tenure-track faculty

- *Create two faculty diversity hiring initiatives: by reserving faculty-renewal bridge funds to allow extra hiring for opportunities that appear in regular searches; and by reserving up to 10 positions for target-of-opportunity hires of tenured faculty outside regular searches.*

COMPOSITION, ACHIEVEMENT, INCLUSION—tenure-track faculty, graduate students, undergraduate students

- *Enhance Africana Studies Research Center in three focal areas: adding new professorial faculty; implementing new Ph.D. graduate field; implementing new undergraduate curriculum for major and minor.*

COMPOSITION—tenure-track faculty, ACHIEVEMENT—post docs

- *Institute diversity postdoc fellowship program, funded by Mellon Foundation, which includes dissertation-plus-postdoctoral fellowships aimed at eventual faculty recruitment, with bridge funding for faculty appointments.*

COMPOSITION, ACHIEVEMENT—undergraduate students

- *Initiate Posse Program, using the program to enhance college recruitment and advising/achievement for underrepresented students*

ACHIEVEMENT—undergraduate students

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

College of Agriculture and Life Sciences

COMPOSITION—undergraduate students

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

COMPOSITION—undergraduate students

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

ACHIEVEMENT—undergraduate students

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

COMPOSITION—tenure-track faculty, undergraduate students, graduate students, staff

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

INCLUSION—tenure-track faculty and staff

- *Actively recruit nominees for the CALS Diversity Award.*

Computing and Information Science

ACHIEVEMENT—undergraduate students

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

ACHIEVEMENT—undergraduate students

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

ACHIEVEMENT—undergraduate students

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

INCLUSION—tenure-track faculty

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

INCLUSION--staff

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

Continuing Education and Summer Session

COMPOSITION—extramural students

- *Maintain and expand pipelines to targeted local, regional, national, and international communities, and nations.*

ACHIEVEMENT—extramural students and undergraduate students

- *Identify and reach out to colleges and preprofessional schools not represented in our current offering.*

INCLUSION—tenure-track faculty, staff, extended community

- *Increase multicultural competency by offering classes that promote co-curricular study and engagement.*

ACHIEVEMENT—professional students

- *Support career development offerings by our Professional Students.*

COMPOSITION—faculty, staff

- *Recruit, retain, and promote diversity in faculty and staff.*

College of Engineering

COMPOSITION—tenure-track faculty

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

COMPOSITION—undergraduate students

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

INCLUSION—undergraduate students

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

INCLUSION—tenure-track faculty, staff, post docs and academic professionals

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

ENGAGEMENT—undergraduate students, graduate students, tenure-track faculty, staff

- *Develop an inclusive, college-wide communications plan to promote excellence in achievement, learning, and collaboration through diversity, including targeted presentations and meetings, the creation of a periodic internal benchmark survey, required assessments and discussions of climate, and the development of initiatives based on these activities.*

Graduate School

COMPOSITION—graduate and professional students

- *Support the graduate fields in increasing targeted pipelines by assisting and stimulating their efforts to identify and evaluate potential academic partners and to develop or enhance pipeline relationships.*

ENGAGEMENT—graduate and professional students, post docs

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

INCLUSION—graduate and professional students, post docs

- *Increase the visibility and influence of the Graduate School's messaging about excellence, learning, collaboration, and achievement through diversity, by improving the diversity pages of the Graduate School website so that content is more relevant, timely, visible, and informative.*

INCLUSION—graduate and professional students

- *Provide opportunities or create processes to review and revise internal structures and programs to support diversity, by reviewing professional development and student life program*

plans and making recommendations to Graduate School leadership for appropriate direction, content, and focus.

ACHIEVEMENT—graduate and professional students

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

School of Hotel Administration

COMPOSITION—undergraduate students

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

COMPOSITION—undergraduate students

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

INCLUSION—tenure-track faculty and staff

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

COMPOSITION—tenure-track faculty and staff

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

INCLUSION—undergraduate students, tenure-track faculty, staff

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

College of Human Ecology

COMPOSITION—graduate students

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

ACHIEVEMENT—undergraduate students

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

INCLUSION—faculty, staff, undergraduate students

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

INCLUSION—tenure-track faculty, undergraduate students, graduate students, staff, extended community

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

INCLUSION—tenure-track faculty, staff

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

ACHIEVEMENT—undergraduate students

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

ILR School

COMPOSITION—undergraduate students

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

ACHIEVEMENT—undergraduate students

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

COMPOSITION—undergraduate students

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

INCLUSION—undergraduate students

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

COMPOSITION—tenure-track faculty

- *Take steps to ensure the full consideration of diverse candidates for tenure-track faculty positions.*

Johnson Graduate School of Management

COMPOSITION—professional students

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

INCLUSION—tenure-track faculty and staff

- *Achieve 100% completion rate for Respect@Cornell web-based training. Train faculty search committees on inclusive hiring practices and bias awareness.*

COMPOSITION—tenure-track faculty

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

ACHIEVEMENT—tenure-track faculty

- *Develop Johnson's Business Case for Diversity by defining diversity and inclusion, launching a case competition, assessing SWOT, providing historical analysis, and engaging alumni and corporate giving.*

COMPOSITION—tenure-track faculty, professional students

- *Improve diverse Ph.D. and faculty pipelines by creating partnerships, participating in annual and DSA conferences, and developing an alumni database.*

Law School

COMPOSITION—tenure-track faculty

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

COMPOSITION—tenure-track faculty

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

COMPOSITION—graduate and professional students

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

INCLUSION—professional students

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

ACHIEVEMENT—graduate and professional students

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

Library

COMPOSITION—undergraduate students

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

ENGAGEMENT—staff, undergraduate students, graduate students

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

ENGAGEMENT—staff

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

ACHIEVEMENT—staff

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

INCLUSION—staff

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

College of Veterinary Medicine

COMPOSITION—staff

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

ENGAGEMENT—graduate students

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

INCLUSION—tenure-track faculty and staff

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

INCLUSION—tenure-track faculty, staff, graduate and professional students, extended community

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

ENGAGEMENT—tenure-track faculty, graduate and professional students

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

Vice Presidents**Alumni Affairs and Development****COMPOSITION—staff**

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

INCLUSION—staff

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

INCLUSION—staff

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

INCLUSION—staff

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

INCLUSION—staff

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

Facilities Services**COMPOSITION—staff**

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

ACHIEVEMENT—staff

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

ENGAGEMENT—staff

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

INCLUSION—staff

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

INCLUSION—staff

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

Financial Affairs and Information Technology

COMPOSITION—undergraduate students

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

INCLUSION—off-campus constituents

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

INCLUSION—staff

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

ACHIEVEMENT—staff

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

INCLUSION—staff

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

Government and Community Relations

COMPOSITION—undergraduate students

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

COMPOSITION—staff

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

ENGAGEMENT—staff

- *Expect staff to attend a daylong retreat focused on team building and hosted by Organizational Development Services.*

INCLUSION—off-campus constituents

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

INCLUSION—off-campus constituents

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

Human Resources and Safety Services

COMPOSITION—staff

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

COMPOSITION—staff

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

INCLUSION—staff

- *All staff will complete a series of diversity-related workshops to increase multicultural competency; these will be supplemented by a series of facilitated brown bag sessions to encourage discussion around diversity issues facing HRSS.*

ENGAGEMENT—staff

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

ACHIEVEMENT—staff

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

Student and Academic Services

ACHIEVEMENT—undergraduate students

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

ACHIEVEMENT—staff

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

INCLUSION—undergraduate students

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

INCLUSION—staff

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

INCLUSION—staff

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

University Communication

COMPOSITION--staff

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

ENGAGEMENT—staff

- *Increase engagement for women and underrepresented individuals at Band F and above by providing leadership training events.*

ENGAGEMENT—staff

- *Strengthen professional development initiatives promoting engagement across difference by providing a day long retreat for all staff members, focused on team building.*

INCLUSION—staff

- *Improve multicultural competency by studying ongoing Employee Survey data on the topic of employees’ feeling that they are treated fairly without regard to race, ethnic background, gender, religion, disability, or sexual orientation, and by developing plans to remedy any issues revealed.*

INCLUSION—staff

- *Improve internal administrative structures that support diversity by providing diversity training on racial/ethnic, gender, and disability-related issues for all employees.*

Medical College

Weill Cornell Medical College

COMPOSITION—graduate and professional students

- *Expand upon existing pipeline programs at WCMC that are designed to increase the number of women and underrepresented medical students and use this information to broaden the reach of existing programs to other target groups of students such as veterans and students with disabilities.*

COMPOSITION—tenure-track faculty

- *Increase the diversity among the faculty by establishing relationships with strategic partners, institutions, organizations, and communities to enhance current recruitment efforts.*

INCLUSION—post docs, graduate and professional students, tenure-track faculty, staff

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

INCLUSION—tenure-track faculty

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

INCLUSION—tenure-track faculty

- *Establish a Faculty CME course to educate faculty on appropriate work place behavior.*

INCLUSION—post docs, graduate and professional students, tenure-track faculty

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

ACHIEVEMENT—tenure-track faculty

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

Provost

Provost's direct responsibilities

COMPOSITION—tenure-track faculty

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

Staff constituency in the provost's area

COMPOSITION—staff

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

INCLUSION—staff

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

ACHIEVEMENT—staff

- *Support career development for provost-area staff.*

INCLUSION—staff

- *Support multi-cultural competency for provost-area staff through utilization of Respect@cornell.*

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

COMPOSITION—undergraduate students

- Office of Admissions: *hire a staff member focusing on admissions and financial aid to help admitted underrepresented students complete the financial aid application process.*

ENGAGEMENT—tenure-track faculty, graduate students, undergraduate students

- Center for Community Engaged Learning and Research: *enhance activities on campus and connections off campus that promote engagement across difference by linking diversity and*

community engagement, through participation in a new national initiative, “Building the Architecture of Inclusion.”

ACHIEVEMENT—tenure-track faculty, graduate students

- Center for Teaching Excellence: *enhance pedagogical skills that support diversity in the classroom, focusing on both faculty and graduate student instructors, through three new instructional support initiatives.*

ACHIEVEMENT—undergraduate students

- Office of Academic Diversity Initiatives: *enhance success of first-generation students through new programming to address particular their backgrounds and needs.*

Division of Planning and Budget

COMPOSITION--staff

- *Increase the applicant pool (and thereby the diversity within the applicant pool) for open positions by fully understanding our current composition.*

INCLUSION—staff

- *Research and communicate on-going multicultural and/or social events within the university community and surrounding area to promote and build intercultural skills and knowledge within the Division.*

ENGAGEMENT—staff

- *Promote and attend, as a Division, one diversity related educational event.*

ENGAGEMENT—staff

- *As a Division, promote and attend one volunteer activity within the community.*

ACHIEVEMENT—staff

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

Research Office

COMPOSITION, ACHIEVEMENT—graduate students

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

COMPOSITION—graduate students, undergraduate students

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

ACHIEVEMENT—off-campus constituents

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

ACHIEVEMENT—extended community

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

COMPOSITION--staff

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

President

Collected units in the President's area

COMPOSITION—staff

- Office of the Judicial Administrator

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

- Office of the Judicial Administrator

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

- Office of the Judicial Administrator

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

ENGAGEMENT—undergraduate students

- Office of the Judicial Administrator

Increase engagement of diverse populations in hearing boards.

- University Audit Office

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

ENGAGEMENT—faculty, staff

- Office of the University Ombudsman

Increase outreach, to increase the numbers of faculty and staff using the service of the Ombudsman.

ENGAGEMENT—staff

- Office of the President

Staff will complete Respect@cornell.

- Office of the Judicial Administrator

Staff will complete Respect@cornell.

- Office of the University Ombudsman

Staff will complete Respect@cornell.

- Investment Office

Staff will complete Respect@cornell.

INCLUSION—staff• Office of the President

Invite individuals to speak to the staff about different cultures and/or diversity to gain a better understanding of different cultures and other diversity efforts on campus.

• Office of the President

Inform staff of campus events and talks on a monthly basis; encourage staff to increase their awareness of opportunities on campus to gain a better understanding of diversity and cultures.

• University Audit Office

Offer flexible schedules to all University Audit Office employees to support individual work/life balance challenges.

• Investment Office

Invite individuals to speak about different cultures with respect to our efforts toward international investing.

ACHIEVEMENT—staff• University Audit Office

Encourage continuing education for all employees, and strive for 100% participation in conferences, leadership training, professional organization involvement, or university committee involvement.

University Counsel**ACHIEVEMENT—graduate and professional students**

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

ENGAGEMENT—all

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

INCLUSION--staff

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

COMPOSITION—undergraduate students

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

ACHIEVEMENT—graduate and professional students

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