College of Engineering

Strategic Plan Diversity and Inclusion

Two-year Update

October 2019

Two years ago, September 2017, the COE Diversity Working Group completed the College of Engineering strategic plan for diversity and inclusion. The plan has served as a useful document for guiding efforts and communicating with the many stakeholders within and outside the College. Nevertheless, it was never intended to be a static plan. As we learn and the situation changes, it has been modified and improved. Two years into the five-year plan, with a new Dean, new organization in the Dean's office, and new people involved in the diversity efforts, it is time to revisit the tasks laid out in that plan. The following is an update of (1) the organizational structure and (2) the tasks described in the original plan, those undertaken in the last two years, and those planned for the next three years.

Note that to assess progress towards our goals, evaluate interventions, and identify both successes and areas requiring more attention, we are regularly monitoring (1) the demographic makeup of the faculty, students, and staff and (2) the climate within the College. That data is updated annually in the Data section of the COE Diversity and Inclusion website.

ORGANIZATIONAL STRUCTURE

A key feature of the organizational structure introduced in the original plan was creating four working groups within which to focus the work, one each for faculty, graduate students, undergraduate students, and staff. That division of responsibilities worked well in facilitating progress, and thus we retain it moving ahead. Two changes are reflected in this updated structure relative to the one presented in the 2017 strategic plan. First, the Associate Dean for Diversity position has a new title, Chief Diversity Advocate (CDA). The CDA is defined to have the same access and resources to be successful that the Associate Dean for Diversity had the last couple years, specifically, a direct reporting line to the Dean and a separate budget for diversity and inclusion activities. The CDA title is consistent with the structure on the rest of campus. Second, the liaison positions have been redefined based on the new organization of the Dean's leadership team. This is a step in moving towards accountability for diversity and inclusion within the other associate dean positions.
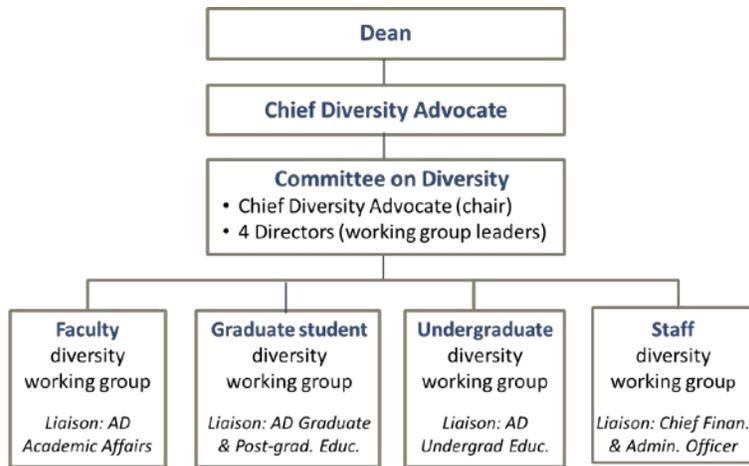
Figure 1. Updated organizational structure

Current leaders of the four working groups:

Faculty: Prof. Heather Doty (ME)

Graduate students: Prof. Stephanie Law (MSE) and Prof. Mike Santare (ME)

Undergraduate students: Prof. Jenni Buckley (ME) and Prof. Sarah Rooney (BME)

Staff: Deirdre Martin and Louise Bank

TASK UPDATES

Key
[O]   In original 2017 plan.
[A]   Added since original 2017 plan.
*   Priority for AY19-20

UNDERGRADUATE STUDENTS

Recruitment

Task	Status
[O] Revise student-facing marketing materials	**Completed**. Reviewed/updated dept. marketing materials. Reviewed/updated admissions-administered marketing materials. RISE materials updated
[O] Customize marketing by departments through admissions portal	**Completed**. Reviewed/updated Slate portal. Hand-off completed to Assistant Dean (Shermeyer)
[O] Train faculty and students for University-sponsored recruiting events	**Ongoing**. Student ambassador programs started in CIEG (ACES), CHEG (REACH), BMEG (ABME). Plans to develop ambassador program in MSEG, strengthen ECE ambassador program, and initiate program in CompSci. Work to better integrate RISE student advisory council (R-SAC) into department-level ambassador programs.
[O] Have faculty conduct direct outreach to student recruits	**Discontinued**. Decided to emphasize admissions events and student ambassador programs for outreach.
[O] Recruit engineering undecided (EGU) students into departments through freshmen year	**Completed.** Complete review of this process, including volume of students & demographics. Now part of infrastructure of EGGG101 course.
[O] Recruit and co-advise university studies (UST) students with interest in engineering	**Ongoing.** Developed MOU with UST program to better connect UST advisors with COE academic advisors. UST students now taking EGGG101 and any open courses in select majors (MEEG & CIEG) through freshmen year. 2-year analysis showed not getting huge volume of students through this mechanism. Ongoing discussion about priority of admissions for USTs vs. EGUs.
[O] Develop best practices for facilitating external student transfers, particularly from diverse feeder institutions	See item on dual degree programs below.
[A] Top recruit scholarship pilot	**Ongoing**. Implemented in CIS and MEEG in Spring 2018. Evaluated and considered not successful enough to continue. Identified funds through UD Financial Aid, implemented top-off scholarship for women in class of 2023.
[A] #Hengineer high school campaign	**Completed.** Worked with COE Communications to design very appealing campaign. Three consecutive years of this campaign. High student participation. Anecdotal evidence suggests the campaign is raising the College's visibility in area high schools, but an official evaluation is needed.
[A] Integration of pre-college programs with admissions	**Ongoing.** MEEG faculty running Upward Bound Math/Science (UBMS) program module for past 3 years. UBMS participants entered in Slate portal. Ongoing discussion with UD Admissions: Pre-College Programs on whether engineering course could be added to EDGE program.
[A] Deltech Community College articulation agreement	**On-going.** Still in negotiations with DelTech about UD-MEEG 2+2 program.

	On-going. New partnership with PLTW that involves us being official partner institution and receiving PLTW end-of-course assessment national database annually. Contract still with UD legal. Partnership with NAF suspended as it is redundant with PLTW, which is the larger organization.
[A] Strategic partnerships with Project Lead the Way (PLTW) and NAF*	
[A] Implement dual degree programs with nearby Historically Black Colleges and Universities (HBCUs) (Del State, Lincoln)	On-going. Discussions began in Summer 2019.

Retention

Task	Status
[O] Hire properly credentialed staff academic advisors in each department	**Ongoing.** Properly credentialed Academic Advisor (AA) hired in some major departments (MEEG). Other departments have individuals with substantial admin duties that take away from advisement time. Also issues related to staff work environment, e.g., private offices, for discussing sensitive student issues.
[O] Provide college-level oversight and coordination of staff and faculty advisors	**Ongoing.** AAs are well coordinated across departments by Assistant Dean (Shemeyer), but there is still discussion about formal centralization of AAs.
[O] Incorporate undergraduate student advisement into faculty evaluation system	**Referred.** This action item has been referred to the Associate Dean for Academic Affairs.
[O] Select appropriate faculty advisors for critical student organizations	**Ongoing.** Need additional faculty support with specific affinity groups.
[O] Underwrite base operating budgets for diversity-focused student organizations	**On-going.** Designed and implemented student organization mini-grant program.
[O] Incentivize student organizations to join diversity effort through merit-based supplemental funding	**On-going.** Designed and implemented student organization mini-grant program.
[O] Re-envision the RISE program*, starting with development of a strategic plan for it	**On-going.** • Conducted benchmarking study of minority engineering programs (MEPs) nationwide. • Hired Center for Research in Education and Social Policy (CRESP) to conduct formal program review. Report due Oct. 2019. • Drafted preliminary RISE strategic plan (to be finalized after program review). Includes rebranding, increasing scholarships, updating programming, hiring new director, summer bridge program, space, ongoing evaluation. • Updated RISE website and marketing materials. Rolled out Sept. 2019.

Task	Status
[A] GPA scholarship requirement review	**Not Started**. Initiated very early stage discussions with UD Financial Aid to discuss whether there is an issue with retention due to scholarship requirement for engineering students. Further follow-up planned and will require multiple discussions with Admissions and Financial Aid.

Climate

Task	Status
[O] Routinely present diversity issues at departmental faculty meetings	**On-going.**
[O] Sponsor a college-wide diversity journal club	**Discontinued.** Sponsored journal club for one year but discontinued due to lack of faculty involvement.
[O] Sponsor a one-time, externally funded faculty workshop on diversity in the classroom	**On-going.** Piloting 3x3 hr professional development workshop in Fall 2019 in Mechanical Engineering Department. Facilitators are CT faculty in college (Buckley, Doty, Enszer). Well received and now in discussions to roll out college-wide.
[O] Run a semester-long diversity seminar series	**Discontinued.** Running mini and full-length professional development workshops instead.
[O] Assign faculty most effective at teaching to first and second year courses	**On-going.** Most departments utilizing CT and effective TT teaching faculty for early courses.
[O] Conduct a comprehensive student-focused climate study	**Completed.** Completed Spring 2018
[O] Fund faculty seed grants for diversity research	**Not Started.** Not a priority at this time
[O] Establish "alternative routes" through first and second year courses	**On-going.** Teaching-focused faculty aware of this issue and slowly changing department policies to allow for more alternative routes. Could use college-level buy-in on this.
[O] Conduct market research into admissions policies, specifically EGU designation	**Not started.** Not a priority at this time
[A] Undergrad focus group study	**Completed**. Hired CRESP to conduct. Complete in July 2017. Widely disseminated.
[A] Annual climate survey	**Completed. On-going**. Hired CRESP to develop instrument. Implemented first time Fall 2018. Will implement every 2 years.
[A] Inclusive teaching initiative*	**On-going.** Funded by Center for Teaching and Assessment of Learning (CTAL), developed 6 modules. Have delivered 3 so far in each dept's faculty mtg.; last 3 happening in Fall 2019.
[A] Diversity and inclusion topics in EGGG101	**Completed.** On-going.

GRADUATE STUDENTS

Recruitment

Task	Status
[O] Leverage current outreach programs for graduate student recruiting (e.g., GEM, BTD, ENGINE, McNair).*	Not done yet.
[O] Expand existing successful department programs and encourage adoption of best practices across departments.	Not done yet.
[O] Develop new recruiting initiatives.	Not done yet.

Retention

Task	Status
[O] Assess retention rates for departments in the College of Engineering.	Not done yet. Computed only for one cohort for two departments.
[O] Leverage/extend existing peer mentoring programs.	**Completed**. **On-going**. Worked with graduate students to extend COE-EmPOWER peer mentoring program to be college-wide. Fully implemented in Fall 2019.
[O] Provide support for better faculty and staff advising and mentoring.	**Completed**. With input from many faculty, graduate students, and staff grad advisors, developed resources to support graduate adviser-advisee relationships. Widely disseminated.
[O] Clarify policies related to graduate student progress and grievances*	Not done yet. Focus for AY19-20.
[A] Develop a couple mini-modules to improve graduate student advising*, similar to the undergrad inclusive teaching modules	Not done yet. Focus for AY19-20.

Climate

Task	Status
[O] Conduct graduate student focus groups study to assess climate.	**Completed Oct. 2018**. Hired CRESP to conduct. Results have been disseminated.
[O] Improve support for graduate student mental health.	**Completed. On-going**. Conducted mental health seminars each year.
[O] Assessment of diversity initiatives through annual climate survey	**Completed**. Hired CRESP to develop survey. Implemented for first time Spring 2019. Disseminated September 2019.

FACULTY

Recruitment

Task	Status
[O] Hold annual recruiting workshops for all faculty search committee members.	**Completed each year. On-going.** Piloted in Fall 2019 single-committee workshops.
[O] Utilize networks of diverse scholars. The college has numerous faculty tied into networks that should be leveraged in searches.	Part of active recruitment of faculty candidates. This is discussed in workshops.
[O] Learn from search committee chairs via surveys and interviews what worked well and what did not. The lessons learned will be used to update the workshops.	We will plan to do this in the spring.
[O] Hold "Faculty of the future" workshops on campus every other year.	Not done yet.
[O] Develop new programs that can be used to recruit diverse faculty such as fellowship programs for postdocs with an explicit pathway to a faculty position (assuming good performance as a postdoc).	Not done yet.
[O] Create new named junior and senior professorships used to recruit diverse faculty.	Not done yet.

Mentoring

Task	Status
[O] Hold annual mentoring workshops for mentors and mentees.*	**Plan to begin in AY19-20**.
[O] Develop improved mentoring practices by exploring new approaches, such as, hybrid one-on-one/cohort-based mentoring.	Under discussion
[O] Work with the dean and department chairs to ensure that mentoring is evaluated during the annual evaluation process*. This will ensure mentoring accountability.	Begun in some departments. Will emphasize in AY19-20.
[A] Update website of resources for faculty	**Completed Fall 2019** and disseminated to new and curret faculty: http://resources.engr.udel.edu/

Climate

Task	Status
[O] Include diversity and inclusion topics in department faculty meetings, deans/chairs meetings, and college faculty meetings.	**On-going**. 1+ members of diversity team visits each department's faculty meeting once/semester to discuss some aspect of diversity.
[O] Message from the deans and chairs of the importance of diversity and inclusion. Inclusion of diversity and inclusion topics in college and department PR materials including being sensitive to materials and displays that do not represent our diversity goals.	**On-going**.
[O] Hold 1-2 social gatherings to build community. These can be a combination of gatherings for specific groups, like a women faculty lunch, to gatherings of the College faculty as a whole.	We do faculty lunches 1-2/semester in the ADVANCE office.
[O] Hold a college-sponsored distinguished seminar series in which we bring in diverse speakers to give scientific talks, perhaps one per semester.	Not done yet.

Educate Chairs

Task	Status
[O] Develop and hold a chairs workshop to engage, educate and support chairs on issues influencing diversity and inclusion.	**On-going**. We have done this regularly through ADVANCE, not specifically for COE.
[O] Make diversity and inclusion actions and accomplishments a portion of the annual evaluation of chairs by the dean.	Not done yet.

STAFF

Recruitment

Task	Status
[O] Broaden staff job applicant pools	Established list of places to advertise, integrated into hiring process. Report expected from previous Staff diversity group Co-Chair on evaluation of efforts thus far.
[O] Develop best practices for job searches	Report expected from previous Co-Chair on efforts thus far.

Retention

Task	Status
[O] Conduct a staff focus group study	**Complete** Complete in Oct. 2018. Report shared with College leadership and to Staff in well-attended open forum.
[A] Survey based on focus group results	**On-going**. Anticipate issuing survey in Fall 2019. Survey results to be presented back to College community start of Spring 2020.
[O] Host facilitated brown bag lunches* for staff on diversity and inclusion	**On-going**. Have done multiple events in 2018-19. For AY19-20, see "Inclusive Community Calendar of Events 2019-2020"
[O] Have the Associate Dean present semi-annually on diversity and inclusion at the all-college staff meetings*	Completed in AY17-18. All-college staff meetings suspended in AY18-19. Advocate for reinstating or developing alternative primary dialogue opportunity for Dean and COE staff in AY19-20.
[O] Sponsor half-day workshops for staff on diversity and inclusion with an invited facilitator	Have done multiple events in 2018-19. See "Inclusive Community Calendar of Events" 2019-2020
[A] Develop Staff awards*: "Faculty Partnership" award and "Inclusive Teamwork" award	Planned for AY19-20

COLLEGE-WIDE ACTIVITIES

Task	Status
[O] Develop organizational structure, recruit participants, and develop strategic plans for diversity and inclusion.	**Complete** In 2017 structure and strategic plan were completed. Initial participants recruited. On-going efforts to keep groups populated.
[O] Raise funds to support diversity and inclusion efforts.	**On-going** Received base annual funding from COE but no funds for large initiatives. Have provided information to development, but no results from that yet.
[O] Develop and implement College-wide diversity and inclusion communications plan.	**On-going** Welcome email, periodic communication; faculty dept mtgs 2x/year; staff meetings 2x/year
[O] Individual engagement of Department Chairs.	**On-going.** Core diversity team met with each dept individually in Jan 2018 to consult. Consider repeating every couple years. Update Chairs through DCAC and by email.
[O] Support faculty, graduate student, undergraduate, and staff diversity working groups in developing and implementing their plans.	**On-going**
[A] Revamp COE diversity and inclusion website	**Initial effort complete and now on-going.** Website was revamped and now is being regularly updated as new information becomes available. See here.
[A] Update data collection	**Initial effort complete and now on-going.** Worked with COE data analyst to develop first two years of demographic data updates, and create process for regularly updating demographic data.
[O] Liaise with University and ADVANCE	**Ongoing** Davidson has been meeting with University CDAs monthly.
[A] Update imagery in key meeting areas to be more inclusive.	**Complete** The three remaining conference rooms with imagery that required updating—Dean's suite, CEE, and ECE—have all been updated.