Diversity and Inclusion
within the Oklahoma State University System
Today, in many circles of thought, diversity has become a four-letter word. While race is one of the words that comes to mind, the others are often avoided in public circles. These words, and the actions that follow, confirm that many of us still become angry, threatened or merely indifferent when issues regarding diversity emerge. Reactions such as these must diminish. We must prepare all students to think and act in ways that will embrace and promote a more inclusive society. Diversity is an essential component of this preparation. It is imperative that we prepare students to utilize the value and synergy within our global society. We must all take steps to actively engage and include individuals who are different. Our work must be dedicated toward conceptualizing and then taking progressive steps to eradicate the inequities that impede our progress toward a more inclusive community and world.

A Diversity Self-Study initiative began in July 2006 and culminated in March 2007. The purpose of the Diversity Self-Study was to facilitate a process that gave every full-time employee within the OSU System, and a number of students, the opportunity to help develop a vision for attaining diversity and inclusion on each of our campuses.

This document delineates a set of action steps that emerged from the Diversity Self-Study. These action steps are designed to help us develop campus environments that are inclusively diverse; where learners (that means all of us) are afforded numerous opportunities and experiences that better prepare us to live and work successfully in what is becoming a more inclusively diverse world.
General Themes from the Diversity Site Team

OSU-Stillwater

Division 6

Academic Affairs

Administration and Finance

Athletics

Communications

Enrollment Management

Institutional Diversity

Library

Marketing

Research & Technology Transfer

Student Affairs

Agricultural Sciences & Natural Resources

Arts & Sciences

William S. Spears School of Business

College of Education

College of Engineering, Architecture & Technology

Human Environmental Sciences

Graduate College

Student Forums

OSU-Center for Health Sciences

OSU-Oklahoma City

OSU-Okmulgee

OSU-Tulsa

Next Steps
The Diversity Site Team presented their preliminary findings before leaving the campus. Their initial thoughts were discussed in general themes. More detailed observations are a part of each unit’s list of final recommendations.

**Themes**

- The definition for Inclusion and Diversity should be known and understood as a core value of OSU.
- The planning process that the campus is undertaking is based on the NASULGC Diversity Task Force Report, Now is the Time. Although the document was distributed on campus, many of the people attending our site visit meetings had never seen the report. All levels of campus, including students, need to read the report to establish a context for the work being done and to have broad based conversations framed by the reflective questions applicable to each unit. Participants were willing to engage in conversations with the site visitors but were not clear on their role/contribution to the process.
- Orientation for new faculty, staff and students should include discussion about diversity as a core value at OSU.
- Participants suggested that improving the climate could be done through facilitated diversity conversations and workshops.
- Participants in our sessions were largely unaware of the connections between the work they were doing and diversity efforts. Vice presidents, deans, directors and department heads should provide leadership and be accountable for work on diversity and acknowledge and recognize individuals and/or units who are making contributions and efforts toward an inclusive community.
- Recruitment and retention of faculty, staff and students are areas recognized by many units as needing improvement.
- The role of the vice president of Institutional Diversity needs to be reinforced and communicated broadly across campus. The campus community needs to see this office as a resource, a source of expertise and a partner for institutionalizing diversity on campus.
- Assure that the resources are available to facilitate and encourage inclusiveness in all areas of the university.
The Division of Academic Affairs has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Request and distribute employee market availability information for all faculty, staff, and administrative positions on an annual basis.
- Actively participate with Undergraduate Admissions and the director of Student Academic Services to recruit ethnic minority students to the Honors program, the Wentz Research initiative, the Student Academic Mentors (SAM) program, the Niblack Scholars program, and the Scholar Development application process.
- Increase the number of Fulbright scholars, both American and international, studying at OSU and abroad.
- Continue the international travel scholarship program with particular emphasis on need-based students.
- Provide professional development opportunities through the Institute for Teaching and Learning Excellence related to diversity in the instructional setting.

The Division of Administration and Finance has provided a list of initiatives that will help the OSU System attain diversity. The following is a list of activities for the entire Division and some that apply only to individual units that will be given primary attention.

- Create within the Division of Administration and Finance a clear statement of how this unit contributes to a diverse and inclusive campus.
- Develop strategies to recruit and retain administrators, staff, and students so that employees in Administration and Finance get closer to the representation of the diversity of people in the state of Oklahoma. Build relationships with diverse staff, student, and professional organizations so members will see Administration and Finance as a welcoming place to work.
- Develop educational training that sensitizes all employees of Administration and Finance to the language barriers that many of their clients, technical support, and students may encounter.
- Conduct a climate assessment to determine if current practices used with purchase orders, tech support, Human Resources, bursar, etc. are serving all students, clients, faculty, and staff well.
- Develop a safe environment for all Administration and Finance personnel to have facilitated conversations about their questions and concerns related to diversity issues.
- Provide orientation for all who work in Administration and Finance about the importance of their personal and professional commitment to diversity as part of the expectation of this unit.
Athletics has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Continue to make sure communications vehicles include diverse organizations.
- Continue to assist Institutional Diversity in developing methods to gain feedback and counsel on diversity and inclusion.
- Require all full-time employees to attend at least one diversity seminar developed by the Division of Institutional Diversity.

Communications has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Work with Institutional Diversity to develop ways for more student-athletes to get involved in campus leadership activities.
- Encourage staff to participate in professional development sessions specifically designed to address diversity related issues.
- Develop a data collection system in compliance with NCAA guidelines to track equity issues.
- Work to add diverse personnel in upper level administrative and head coaching positions.
The Division of Enrollment Management has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Increase efforts to recruit and retain underrepresented student populations.
- Set specific goals and assess progress in reaching these goals.
- Strengthen resources already in place (e.g., Gates Millennium Scholars, National Hispanic Scholar, National Achievement Finalists, and FAFSA workshops).
- Work with Institutional Diversity to coordinate with other OSU units engaged in community outreach, leading to recruitment of underrepresented populations (e.g., Human Environmental Sciences’ numerous community outreach programs, Athletics, various TRIO Programs, Multicultural Student Center). These partnerships would allow Enrollment Management staff to (a) go beyond the limited recruitment opportunities and college fairs, and (b) generate higher turnout at community events.
- Develop a well-articulated plan to support international student recruitment.
- Develop a scholarship program to recruit underrepresented students. Generate activities around these scholarship offerings to attract other community scholars into the program.
The Division of Institutional Diversity has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities, by unit, will be given primary attention.

**Affirmative Action**
- Develop a Vita job bank for faculty and staff that can be shared with all of the campuses.
- Develop a system that tracks the accomplishments of faculty and staff of color at all of the campuses.
- Provide departments with a quarterly affirmative action update on their hiring and termination activity.
- Work in conjunction with Diversity Academic Support in recruiting.
- Provide search committees with statistical information to assist them in their recruiting.
- Supervise the Women’s Program coordinator to encourage success.
- Communicate, Communicate, Communicate — via newsletters, e-mail or the news media, to update the campus on Affirmative Action issues and programs that are available.

**TRiO Programs**
- Continue to work within our campus and within our OSU system to educate and establish visibility, so others will know what we do, who we are and who we serve. We want OSU to see how we can be an integral part of the outreach plan.

**Communicate, Communicate, Communicate** — via newsletters, e-mail or the news media, to update the campus on Affirmative Action issues and programs that are available.

**Multicultural Student Center**
- Develop MSC programs that have broad-based appeal, i.e., leadership issues and gender concerns.
- Focus MSC efforts on assisting students to achieve their educational objectives.

**Institutional Diversity**
- Increase the number of corporate partners who support our mission and vision.
- Help shape the campus climate toward inclusion.
- Continue working to establish relationships with community service agencies such as chambers of commerce, tribal service organizations, and NAACP.
- Enhance the MSC Honors Convocation to include more awards for student leadership and academic achievement.
- Build stronger collaborative relationships with OSU departments that may enhance student recruitment and retention efforts.
- Constantly strive to keep the campus informed on issues of diversity as they relate to student retention.
The Edmon Low Library has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Develop a partnership with the local African American community and our NPHC organizations for a fundraiser for the library.
- Link collections to current events such as the Hispanic Heritage and Women’s Studies programs.
- Become more involved with First Year programs to bring groups into the library.
- Partner with both the RISE and ILP programs to develop a video campaign around the theme of “OSU, The State’s University – Our University.”

Marketing has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Evaluate and revise the web page for easier access to Institutional Diversity.
- Evaluate and revise the Spanish link to the web page by using a human translator to address software malfunctions.
- Develop a Diversity Advisory Committee made up of faculty, staff and students.
- Require or encourage all full-time employees to attend at least one diversity seminar developed by the Division of Institutional Diversity.
Research and Technology Transfer has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- The Division will seek out successful minority faculty, staff and students. Their diverse success stories will be included prominently in VPR publications.
- The Division will actively seek partnerships with Historically Black Colleges and Universities (HBCU) and Tribal Colleges. These partnerships will be heavily publicized.
- The Division will bring in highly prominent minority speakers at least once per year. We hope to tie these speakers in with our annual Research Week held in the spring.
- The Division will actively promote all Research Week events to minority groups and other research-related student programs to encourage their participation. This will be in addition to the mass marketing already being implemented.
- The Division will encourage every employee to participate in at least one diversity seminar offering each year, as well as encourage involvement in national/international organizations that provide opportunities to increase diversity awareness.
- The Division will actively recruit staff through minority publications and newspapers.
The Division of Student Affairs has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

Division of Student Affairs (initiatives common to all departments)
- Create opportunities for greater dialogue with underrepresented diverse students and student leaders (examples include: Meeting of the Minds, Vice President for Student Affairs’ Student Advisory Council, and NPHC meetings).
- Co-sponsor women’s program initiatives in conjunction with the Multicultural Student Center.
- Continue to work toward greater diversification in the President’s Leadership Council (special course and scholarship program that identifies and nurtures student leaders).
- Provide greater acknowledgement of multicultural group successes at the annual President’s Leadership Recognition ceremony.
- Implement recommendations to strengthen the National Panhellenic Council at OSU.
- Establish plans and a schedule for celebrating 100 years of fraternities and sororities on the OSU campus.
- Involve student leaders in minority student recruitment.
- Actively work with the OSU Parents Association to increase participation of minority parents.
- Continue to award Parents Association scholarships to underrepresented students who are in need.
- Continue to sponsor multicultural student attendance at national leadership conferences.
- Continue to support minority scholarship pages at the request of students.
- Co-sponsor women’s program initiatives in conjunction with the Multicultural Student Center.
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- Continue to support minority scholarship pages at the request of students.
Investigate the possibility of African American and Native American Greek groups living together in on-campus housing units.

Provide a variety of multicultural programs in housing and dining environments, including the Family Resource Center.

Offer training for staff on how to work with a multicultural staff and clientele.

Seretean Wellness Center

Offer health education programs to better serve the needs of minority/underrepresented students.

Encourage staff involvement in a variety of national professional organizations that engage a diverse population.

Student Union:

Work with the office of Institutional Diversity to review facility policies to determine cultural sensitivity to space scheduling and utilization.

Continue efforts to be inclusive with planning groups and advisory boards to assure that representation is always available to diverse and underrepresented groups on campus.

Investigate a series of on-going diversity listening sessions in conjunction with the Multicultural Student Center to hear how we can best improve services, products and programs within the Student Union to better meet the needs of a diverse campus community.

Increase environmental opportunities within the building by looking at ways to increase proximity to key Campus Life programs and service areas.

Increase passive educational opportunities like art and sculpture to create a more diverse, cultural atmosphere.

University Counseling Services

Student Counseling Center & Alcohol/Substance Abuse Center

Increase awareness of University Counseling services to minority student organizations through presentations and development of on-going relationships.

Develop and offer a support group targeted for minority students as well as additional programming for underrepresented groups.

Student Conduct Office

Continue to make presentations on conduct issues to diverse/underrepresented groups and organizations.

Monitor sanctions for consistency over time by ethnicity, age and gender.

University Health Services

Identify students who are not in compliance with immunization requirements on an on-going basis each semester. This information will be communicated to advisors early in the semester to enlist their support and assistance to remove this technical barrier to enrollment.

Recruit and train a diverse group of student health educators for Share the Wealth program.

Develop health education programs targeted to minority students.

Increase training/support to students for skills necessary for academic success.

Student Disability Services

Increase efforts to educate students, faculty and staff about disability issues and the impact on function, access.

Continue to collaborate with campus departments to disseminate information to students with disabilities and provide the opportunity to self-identify.

Solicit students with various perspectives to engage in outreach activities (examples include: Student Disability Services newsletter, Disability Awareness Week).

Career Resource Center

Continue involvement with students, prospective students and parents of underrepresented groups during recruitment and orientation activities.

Maintain and update http://academic911.okstate.edu, a compilation of OSU academic success resources.

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Develop health education programs targeted to minority students.
The College of Agricultural Sciences and Natural Resources has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Explore creative ways to enhance/strengthen relationships with Langston University.
- Seek assistance from the director of Diversity Academic Support in all faculty and upper level staff searches.
- Showcase DASNR programs that appeal to non-traditional and traditional audiences to increase diversity participation in agriculture.
- Encourage faculty, staff and students to support the efforts of Institutional Diversity.

The College of Arts and Sciences has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- A&S values the possibilities of help from Institutional Diversity to identify diverse applicants in all faculty and administrative searches.
- A&S seeks to provide a wide variety of "D" diversity courses.
- A&S seeks additional funding for positions, including targeted positions that increase diversity.
- A&S has developed strong 2+2 programs and other partnerships between TCC and OSU. Such programs increase our access for a different set of students, particularly non-traditional and lower socio-economic status students.
- A&S will continue to use American Studies to provide creative programs and course offerings both at OSU-Tulsa and OSU-Stillwater.
- A&S has developed, and continues to develop, a wide array of lectures and seminar speakers that broaden and deepen the intellectual life of the College and provide unique and new insights for students, faculty and staff from a variety of perspectives.
The Spears School of Business has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Continue active participation in the Ph.D. project and minority career fairs to recruit a diverse graduate student body.
- Financial support for undergraduate and graduate minority students to attend academic and/or career enhancement activities such as the Big XII Black Student Government Conference and the Black and Hispanic MBA Associations.
- Increase and improve short-term international study programs through the Center of Executive and Professional Development.
- Continue to emphasize the importance of recruiting and retaining a diverse faculty.
- Increase marketing of Spears programs in other countries.
- Encourage SSB faculty to serve as mentors or have other active participation with international student groups.
- Increase collaborative efforts in curriculum and courseware with Langston University.

The College of Education has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

Communication Related to Commitment to Diversity
- Communicate effectively what we do and who we are. As part of these efforts, evaluate and revise the COE web page to highlight our commitment to diversity and inclusion in leadership, initiatives and coursework.

Recruitment of Faculty
- Develop a partnership with the Office of Institutional Diversity to help recruit and retain minority faculty.
- Develop protocol for recruiting diverse faculty.
- Given state and/or central university monies are not available, develop fundraising strategies to create an incentive fund.
- Develop partnerships with academic institutions with highly diverse populations to recruit faculty.

Recruitment of Students
- Recruit students from schools, universities and agencies serving highly diverse populations.
- Identify and promote college initiatives that would attract diverse candidates.
- Work with the Office of Institutional Diversity to establish a McNair Scholars program.
- Attract and place McNair scholars in our programs.
- Seek federal/state/university/private funding to support partnerships and initiatives.

Retention of Faculty
- Develop effective mentoring programs.
- Maintain data on the success of searches.
- Follow-up with candidates who do not accept offers and faculty who leave the university to identify reasons and to address these issues.

Retention of Students
- Develop effective mentoring programs.
- Follow-up with students who leave the college to identify reasons and to address these issues.

Climate
- Establish a diversity committee as a college standing committee for the purpose of improving and fostering a diverse social and cultural academic environment. A responsibility of the committee will be to ensure diverse experiences for students as they may relate to curriculum, field experiences and clinical placements.

Professional Development
- Identify professional development opportunities related to diversity.
- Create a professional learning community related to diversity (Examples: COE retreat to address diversity and inclusion; book shares).
- Regularly address issues of diversity and inclusion at meetings of COE faculty and staff.
The College of Engineering, Architecture & Technology has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Work with Enrollment Management and Institutional Diversity to develop focused efforts to recruit more students from underrepresented populations.
- Seek the assistance of the Director of Diversity Academic Support in all faculty and upper-level staff searches.
- Work with the Center for Teaching Effectiveness to improve teaching methods as a way to improve student retention.
- Encourage every full-time employee to attend at least one diversity seminar each academic year.
- Support more social and cultural activities and staff involvement within the college.

The College of Human Environmental Sciences has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Work with Institutional Diversity to coordinate community outreach leading to recruitment of underrepresented populations.
- Increase efforts to recruit undergraduate and graduate students from sister campuses and Langston University.
- Provide faculty across the various departments within the college with opportunities to exchange ideas and have conversations that address issues of diversity.
- Reward faculty for their efforts in (a) infusing topics addressing issues of diversity into coursework and (b) involvement in diversity initiatives through the tenure and promotion process.
- Increase diversity programming and advertisement that would be of interest to staff and faculty. Stillwater and OSU has few programming opportunities for the non-student population.
- Assess progress in recruiting and retaining diverse students and provide faculty and staff with data.
The Graduate College has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Hire a diverse, motivated and talented Graduate College staff and give them the best resources available.
- Maintain a staff of highly qualified, diverse individuals who can carry out their work in an effective, productive manner.
- Provide a salary that is competitive with other offices on campus and facilitates recruitment of talented individuals from all groups.
- Establish an environment that is respectful and helpful to faculty, staff and students of all cultures and backgrounds.
- Provide training opportunities to assist in learning their duties.
- Provide periodic training sessions to enable seasoned staff to upgrade their skills.
- Perform periodic review of job classifications to determine if staff are positioned at the appropriate levels.
- Hire a staff member to work exclusively with diversity recruiting.
- Provide the level of funding needed for staff to recruit international applicants.
- Increase assistantship stipends and scholarships available to international students.
- Highlight international alumni in recruitment information.
- Survey diverse applicants who applied but did not attend Oklahoma State University, and perform an assessment of the results.
- Support the recruitment of graduate students from diverse backgrounds, both domestically and internationally.
- Hire a staff member to work exclusively with international recruiting.
- Provide the level of funding needed for staff to recruit international applicants.
- Increase assistantship stipends and scholarships available to international students.
- Highlight international alumni in recruitment information.
- Survey international applicants who applied but did not attend Oklahoma State University and perform an assessment of the results.
- Host special events (workshops, receptions, etc.) to support programs that bring prospective diverse students to campus such as the American Indians into Psychology (AIIP) program and LS-OKAMP statewide conference.
- Foster and nurture relationships between the Graduate College, McNair programs and Louis Stokes programs around the nation.
- Offer enrollment incentives (application fee waivers, out-of-state tuition waivers) to graduates from McNair programs and Louis Stokes programs.
- Increase recruiting activities at universities with diverse and international students.
- Enhance the diversity of the graduate faculty at OSU.
- In conjunction with the Office of the Vice-President for Research & Technology Transfer, provide incentives for departments to hire diverse faculty.
- Develop Graduate College relationships with on-campus student clubs and groups that serve underrepresented groups and international students.
- Support networking with state and national organizations that serve underrepresented groups.
- Encourage OSU students of diverse background to participate in the Succeeding in the Professoriate (SIP) program.
- Team diverse students with diverse faculty mentors.
- Improve recruitment of diverse faculty by utilizing educational consultants to enhance diversity hiring efforts.
- Increase the retention of diverse graduate students.
- Offer services as an ombudsman for graduate students from diverse backgrounds.
- Partner with the offices of the Vice-President for Institutional Diversity and Vice-President of Research and Technology Transfer in the procurement of extramural funding devoted to the development of research programs involving graduate students and faculty from diverse backgrounds.
- Encourage current OSU students of diverse backgrounds to participate in the recruitment of similar students into OSU graduate programs.
- Encourage students from diverse backgrounds to participate in GPSGA.
- Encourage graduate student advisory committees to meet regularly with the student.
- Highlight diverse alumni in recruitment information.
OSU Students have provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Develop a curriculum focusing on diversity, the different aspects of diversity and how diversity benefits everyone.
- Develop accountability for professors to incorporate discussions and assignments incorporating diversity into their respective classrooms. Topics of diversity may be incorporated into any classroom for any subject.
- Create opportunities for encounters between mainstream and under-represented populations to encourage open communication among the various cultures throughout the institution.
- When recruiting potential students, provide opportunities for students and parents to discuss questions/concerns with current students from all sectors of student life.
- Encourage collaboration between student organizations, faculty/staff in their programming.
The OSU Center for Health Sciences has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Obtain a working budget for important diversity initiatives including:
- Enhance student recruitment and retention
- Enhance faculty/staff recruitment and retention
- Identify faculty and/or staff to represent as well as those that currently represent OSU-CHS in local Chambers of Commerce, NAACP, LULAC and Tribal Organizations

OSU-Oklahoma City has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

- Create partnerships with organizations that serve diverse groups of students, staff or professional groups off-campus. Build trust between OSU-OKC and these partner organizations so that diverse members will feel safe in applying to and working at OSU-OKC.
- Professional development for faculty, staff and administrators needs to be conducted in a safe environment. All attendees should feel welcome to participate in conversations about issues that prevent a warm and welcoming community for all.
OSU-Okmulgee has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

Facilitate stronger efforts to recruit more diverse populations of students. Suggestions include:
- Offer community outreach campaigns for underrepresented students and support services such as ESL, tutoring etc.
- More effectively streamline processes and promote financial aid assistance and scholarships to minority students.
- More effective utilization of web-based recruiting targeted toward multicultural populations.
- Reinforce the importance of targeted recruitment and hiring of diverse faculty and staff.
- Implement strategies to recruit more international students.
- Create events and activities that promote awareness of multiculturalism.
- Evaluate alternatives to address linguistics and communication barriers such as TOEFEL requirements, assist preparation for international students.
- Develop a friendly campus climate.

Promote efforts to globalize the campus culture, learning environment and curriculum by embedding diversity into all facets of the campus. Suggestions include:
- Infusion of diversity/multicultural competencies, course content and assessment into existing and future curriculum.
- Research and share existing external and internal curriculum models and approaches to incorporate global perspectives and experiences.
- Develop multicultural association student chapter(s) inclusive of all students regardless of ethnic backgrounds.
- Develop an academic and cultural orientation process targeting international and multicultural populations.
- President’s effort to email the major happenings/feedback to students.
- Implement mentoring programs and support networks for minority and international students.
- Facilitate accommodations needed to promote inclusion of physically challenged students, faculty and staff.
- Involve university alumni, particularly those of international and/or multicultural backgrounds.

Provide and implement campus-wide professional development opportunities for faculty and staff to facilitate intercultural competence, sensitivity and commitment to diversity initiatives.
- Create and promote workshops, speakers and discussion groups to develop and enhance diversity understanding for faculty and staff development.
- Ensure that all new employee orientations sessions provide a basic level of diversity training and stress the importance of creating a campus culture that is conducive to diversity.
- Provide opportunities and encourage faculty and staff to be involved in professional organizations that expand knowledge and competence needed to work effectively in a multicultural environment.
- Make library and learning resources available to increase frustration of multiculturalism and globalization of the campus.
- Pursue potential grant sources through government, private sector and foundations to promote multiculturalism and globalization of the campus environment.
- Seek other funding sources to augment university resources.
- Pursue opportunities for collaboration with other agencies to support diversity initiatives.
- Research opportunities to partner with the private sector and other employers to accomplish multicultural diversity goals.
- Promote active professional membership/association targeted toward multiculturalism and international focus.

This section provides a summary of the recommendations from the forum panels across the OSU-Okmulgee campus. These recommendations should be used to seek appropriate strategies to create diversity within the campus.

- Develop and promote campus-wide culture and support infrastructure in order to retain diverse populations.
- Create cultural events, activities and festivals that involve the campus.
- Involve the community to provide further support for such things as multicultural activities, visiting delegations and international students and scholars.
- Develop multicultural association student chapter(s) inclusive of all students regardless of ethnic backgrounds.
- Develop an academic and cultural orientation process targeting international and multicultural populations.
- President’s effort to email the major happenings/feedback to students.
- Implement mentoring programs and support networks for minority and international students.
- Facilitate accommodations needed to promote inclusion of physically challenged students, faculty and staff.
- Involve university alumni, particularly those of international and/or multicultural backgrounds.
OSU-Tulsa has provided a list of initiatives that will help the OSU System attain diversity. The following short list of activities will be given primary attention.

Professional Development
- Staff development – offer classes in Spanish or compensate employees to take classes at other academically related institutions.

Partnerships
- Identify corporations and organizations where mutual goals create opportunities for both parties (for example, diversity training at local corporations).
- Partner with Coordinator of Diversity Education-Stillwater to develop a series of educational opportunities to address the diversity needs at OSU-Tulsa.

Recruitment and Retention
- Identify areas of excellence (in correlation with identifying barriers) and promote/recognize existing staff.
- Focus on diversity in job descriptions and seek to hire diversity-minded employees.
- Identify communities not traditionally involved with OSU. For example, workforce employees needing language training.
- Focus on outreach such as providing scholarships targeting diverse applicants.
- Think strategically about retaining diverse faculty/staff once “diversity as presence” is achieved.

Resource Allocation
- Provide funding and training for diversity education and link curriculum to diversity initiatives.
- Designate funding to human resources and marketing to target applicant searches in non-traditional venues where emerging communities exist.
This System-wide Diversity Self-Study has been conducted in several phases.

Phase One.

- Began with an introduction of the process to the Board of Regents
- Shared a set of reflective questions with constituents across all five campuses from the document “Now is the Time”
- Conducted information gathering sessions from August – December 2006
- Compiled feedback from information gathering sessions (Diversity Self-Study Report)

Phase Two.

Phase Two of the self-study occurred from February 25–28 when the Diversity Site Team visited OSU and its campuses. During their onsite visit, the team conducted a series of interviews with faculty, staff and students throughout the OSU system. Their goal was to acquire some knowledge and understanding of the status of diversity at OSU and gain greater insight into our diversity initiatives.

Phase Three.

Phase Three of the Self Study resulted in each identified unit finalizing their list of action steps.

Phase Four.

Phase Four will address how we will begin to measure the success of the action steps each unit has selected.

Assessment

The assessment process will be both formative and summative, using qualitative and quantitative methods. A four point Likert scale will be employed to provide a statistical analysis of perceptions regarding levels of success. In order to continue keeping this a participatory process, an interview instrument is currently being developed. Interviews with the campus community will be conducted by members of the Diversity Council, providing us with additional insight. The diversity ledger’s five year snapshot will also prove to be informative in the assessment process.

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