

**Kalamazoo Valley Community College Diversity and Inclusion 2021-2023 Strategic/Tactical Plan
(July 2020)**

PART ONE: BACKGROUND

A COMMITMENT TO DIVERSITY AND INCLUSION

Community colleges are critical players in the American higher education landscape. Open admission policy, coupled with affordable tuition and geographic proximity to home, provide the pathway for many students. In fact 46% of all undergraduates in the U.S. are enrolled in community colleges (*American Association of Community Colleges*).

Community colleges are also the most diverse and inclusive segment of higher education. Across the nation community colleges serve a larger proportion of women, African Americans, Asian/Pacific Islanders, Hispanic/Latino, Native Americans, LGBTQ students and students with disabilities. Therefore, Community colleges are positioned uniquely to foster an environment that honors, respects, and embraces the variety of students attending the Nation's colleges and universities. And as such, community colleges have been entrusted with creating educational environments that are safe, respectful, and responsive; and, where the potential of students can be attained at the highest level possible. (*Joint Statement of Commitment to Equity, Diversity and Excellence in Student Success and Leadership Development, American Association of Community Colleges and American Association of Community College Trustees*).

KVCC understands its leadership role in fostering and modeling diversity, inclusion, and student success in the greater southwest Michigan region. The KVCC mission reflects its foundational commitment to **all** students and communities success:

We are committed to enriching the lives of our students and communities through quality educational programs and services.

The KVCC Inclusivity Operating Policy (CMOP 4080) connects the mission to our definition of Inclusivity in further detail:

Kalamazoo Valley Community College believes that inclusivity encompasses, but is not limited to, race, religion, color, gender, weight, height, marital status, veteran status, disability, national origin, handicap, gender identification, sexual orientation, age, political affiliation, economic circumstance, physical or mental ability, physical or mental characteristic, or philosophy in its programs, services, or activities.

In addition to the Inclusivity and Operating Policy, the College has many other student, staff and faculty policies, procedures and standards that promote inclusive, equitable treatment of all students and employees at the institution.

The college seeks to embed the goals and values of diversity and inclusion into every office, department and function. The core belief is that promoting diversity and inclusion is everyone's responsibility. The spirit of diversity and inclusion is achieved through an institutional culture that fosters a climate of inclusion and understanding at the college and within the broader community. The college's ability to prepare collegians to think and operate in a global arena is critical to helping promote KVCC student success and the growth of southwest Michigan and the nation.

The KVCC Diversity and Inclusion 2018 – 2021 strategic/tactical plan will provide the road map necessary to achieve our comprehensive goals. It will be grounded in best practice and build on the previous work done. It will reflect a college wide approach to inclusion and engage the KVCC Community and external stakeholders. Finally, it will position KVCC as a catalyst for diversity and inclusion throughout the region and nation.

HISTORY of DIVERSITY INITIATES 1966 THROUGH 2020

Prior to 2013: Diversity as an Enduring Commitment

KVCC has a long and enduring commitment to diversity and inclusion. Since its founding in 1966, the college has welcomed students from a variety of backgrounds. It has consistently met all Affirmative Action and Civil Rights requirements through the years, including passing comprehensive Michigan Department of Education Office of Career and Technical Education Civil Rights audits in 1987 and 2013. The College has also undertaken specific studies and initiatives related to Diversity, Inclusion and improving student success. Listed below are just a few highlights of efforts throughout College history:

Minority at KVCC Study (1988): This Board of Trustee commissioned study examined the effectiveness in assisting minority students in achieving their educational goals. The study was foundational in expanding the services provided to all students, including minority students. The study also recommended increasing the representation of minorities on the Board, in leadership, in faculty, and in staff.

Development of Arcadia Commons Campus including Anna Whitten Hall (1994): Expansion into downtown Kalamazoo was the result of a community wide feasibility study on how to be more responsive to urban Kalamazoo citizens, many of whom were underserved and at risk.

KVCC as home to Midwest Institute: This 70-college Institute for International/Intercultural Education helps promote international education and curricula for students within the institution. KVCC served as the home for the Midwest Institute for many years, and is a leading member.

Ongoing partnership and support of the Kalamazoo Promise since its founding in (2005 - Present)

Student Success Center Establishment and Growth (2007 - Present): The College's commitment to every student's success is evidenced by the critical and ongoing assistance and involvement of counselors and advocates for all students at the college.

Eliminating Racism and Creating/Celebrating Equity (ERAACE): College funded training and development opportunity attended by faculty and staff. **(2011 – 2013)**

2013-2014 Assessing the landscape, and planning for the future

Supported by the Board of Trustees' more than 40 year commitment to diversity and in keeping with best practices in higher education, and in the spirit of continuous improvement, the College determined more needed to be done to support systemic change, and to successfully recruit and retain diverse staff, faculty and students.

In June 2013, KVCC commissioned Vicki Rosenberg, president of Vicki Rosenberg & Associates (VRA), to assess current conditions and capacities in diversity and inclusion across the College and to develop a set of recommendations for change and improvement. Following a yearlong comprehensive study with faculty, students, staff, leadership, and stakeholders across all campuses, VRA final report identified the following strengths for the institution:

- Open Door policy for admission
- Inclusivity commitment (posted policies)
- Inclusive student support services (Success Center, Strengths, Mentoring/Tutoring)
- Culturally competent LGBTQ supports (Allies, Transgender accommodations)
- Inclusive, welcoming environment (Caring staff/faculty, universal design in facilities/technology, Commons)
- Multicultural programming, training, cultural events
- Staff/faculty support for capacity building (Engagement Survey, Nominators' Discussion, Focus Groups)

VRA identified the following opportunities for improvement/recommendations for the institution:

- Design and implement an inclusive, inter-culturally competent strategic planning process.
- Build staff capacity in Intercultural competency.
- Review and strengthen policies and internal systems to support performance expectations and measurable outcomes.

2015-2018 Establishment of Office of Diversity and of Initial Tactical Plan (Exhibit A)

In response to the VRA study, the College established an Office of Diversity and Inclusion (ODI) in 2015. The initial Director of Diversity and Inclusion developed an ODI Tactical plan (Exhibit A).

The first goal of the ODI Tactical plan was to foster and reinforce a climate of dignity and respect throughout the KVCC Community. Highlights of the 2015-2018 specific initiatives to accomplish this goal:

- Conducted nine Diversity and Inclusion workshops across the College and Museum
- A LGBTQA training grant was secured and training for faculty and staff was completed
- Regularly scheduled new citizenship induction ceremonies at TTC campus were established
- Developed Diversity and Inclusion teams at TTC and downtown locations
- Assisted with Veterans Transition effort in Student Success Center
- Summit on Racism (Fall 2016)

The second goal of the ODI Tactical plan was to increase student engagement on issues of Diversity and Inclusion. Highlights of the 2015-2018 specific initiatives to accomplish this goal:

- Continuous work with the Brother to Brother program
- Ongoing hosting of International student events

- Ongoing hosting of campus-wide events (panel discussions, speakers, films)
- Focus groups for LGBTQA sensitivity/awareness
- Purposeful integration of Diversity and Inclusion discussion in new student orientation

Using the ODI Tactical plan as the framework, between 2015-2018 the Office of Diversity and Inclusion led or collaborated with a variety of departments as well as outside organizations to provide support, resources, and leadership in KVCC's pursuit of a more diverse, equitable and inclusive community. There were over 18 unique events or programs targeting KVCC students, faculty and/or staff. Most events were open to the public, providing opportunities for the broader Kalamazoo community to engage with others from diverse backgrounds, cultures and experiences. Through these partnerships and programs, the ODI demonstrated its significance not only as a partner but as a leader. Most critical was the exposure, awareness and educational opportunities provided regarding the multitude of identities impacted by diversity and inclusion efforts.

The 2015-2018 tactical plan laid the groundwork for our efforts going forward. See Exhibit A for more details.

2018 – 2020 Establishment of New Strategic/Tactical Plan, continuing ODI work (Exhibit B)

In June 2018, KVCC President Dr. Marilyn Schlack (the first female MI community college president) retired after 37 years of leadership. In May of 2018, KVCC Board of Trustees furthered its commitment to diversity by appointing Dr. L. Marshall Washington, the third president of KVCC. When he took office July 1st 2018 Dr. Washington became the first African American president in the history of the college.

In June 2020, KVCC President Dr. Marshall advanced KVCC's commitment to diversity and inclusion by elevating the college's diversity officer position from coordinator to director.

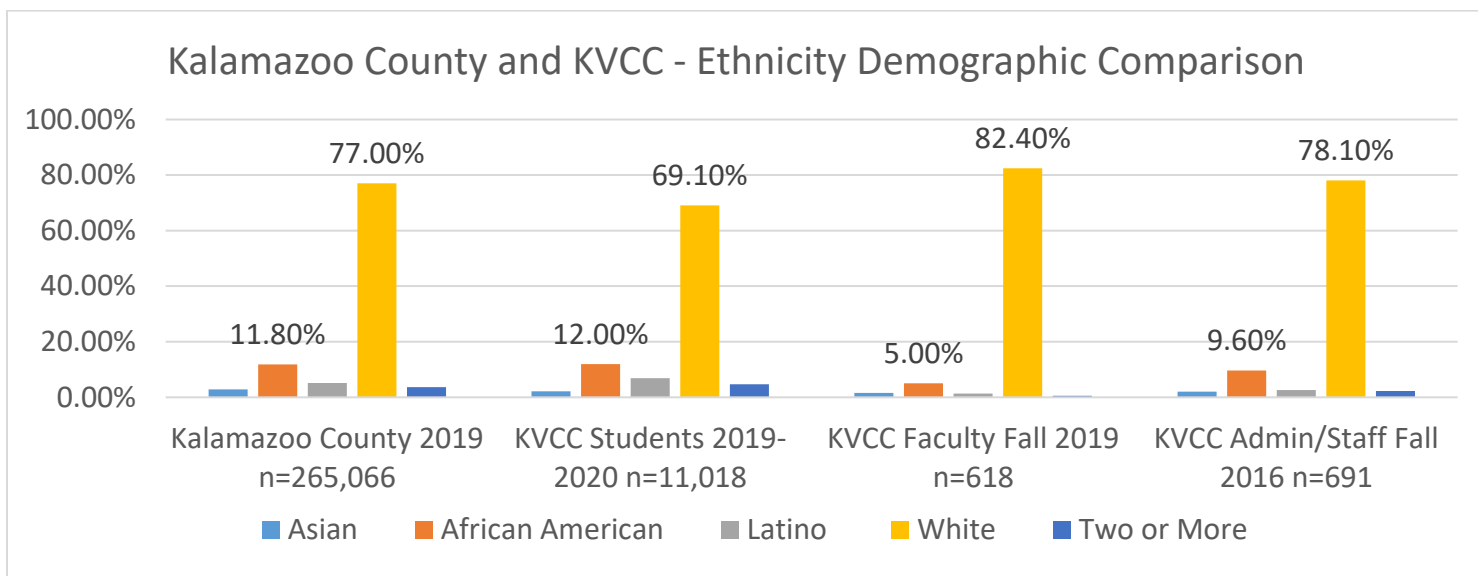
The goals of the 2021-2023 Strategic Plan were developed in 2018 and continue (as detailed in Part Two of this document) as an ongoing framework for action. Using the Strategic/Tactical Plan as the framework, highlights of what was accomplished in 2018 – 2020 are detailed in Exhibit B and include:

- Creation of the DEI webpage
- Development of an implicit bias training tool for hiring/search committees
- Training and development: 30 plus events/programs serving over 1600 faculty, staff and community members
- Collaboration with a variety of community partners for programs like free mental health awareness training for all KVCC staff, LBGTQ+ education, disability awareness, inequity and racism in food systems

PART TWO: 2021-2023 STRATEGIC PLAN (Exhibit C)

As part of the work of moving the College forward, the Office of Diversity and Inclusion strategic plan is being updated for the future.

As we consider next steps it is important to benchmark where the College is related to Diversity and Inclusion. 2019-2020 IPEDs data reflects that the KVCC student body is more ethnically diverse than the surrounding Kalamazoo community. Staff and faculty are less diverse than the student body and surrounding community:



Other important estimates of demographic diversity for KVCC include:

- (33%) are first generation to attend College (Fall 2018 IPEDs reporting)
- (54%) of KVCC students identify as female
- (46%) of KVCC students identify as male
- (32%) are Pell Eligible (Full year 2018 Financial Aid reporting)
- (3%) are Veterans or Active Military (Fall 2019 IPEDs reporting)
- (6%) have documented accommodations (KVCC Internal Reporting)
- 75 (1%) are International students (2019 Fall reporting, Office of International Student Services)

Other measures of diversity (for example religious, LGBTQ) are not formerly tracked.

2021-2023 STRATEGIC PLAN GOALS and TACTICS (Exhibit C)

Goal One - Foster continued growth in the presence of faculty and staff of underrepresented backgrounds

A diverse faculty contributes directly to educational quality. Having a diverse faculty also means better educational outcomes for all students. (ACE, *Minorities in Higher Education Status Report 2010*). As reported by the American Psychological Association, evidence suggests exposure in college to a diverse faculty in addition to diversified curricula and teaching learning strategies results in better prepared students to live and work in an increasingly global society (APA, *Valuing Diversity in Faculty*, 1994). A fellowship marked by diversity (1) “promotes cognitive, social and emotional growth and development in students, (2) increases and raises the level of intellectual discussion within the faculty, and (3) adds multiple perspectives, theories and approaches to scholarship and the curriculum that students consume” (Milem And Hakuta 2000, *The Benefits of Racial & Ethnic Diversity in Higher Education*).

Interaction with faculty of a diverse background also plays a vital role in student retention and resilience. Retention and resilience are enhanced due to the fact diverse faculty members provide students with diverse role models and help to provide more effective mentoring for students from underrepresented groups (Slaughter, J.B. 2000, *Creating the Inclusive Environment: The Essential Role of Faculty Diversity*).

Diversity and inclusion are imperative to KVCC's mission and strategic plan. While the college continues to seek diversity in its workforce, it has made impressive gains in the area of employing diverse individuals among the ranks of administrators in the past three years.

KVCC will continue to expand its recruitment efforts to ensure diverse applicant pools. Knowing that diverse search committees can bring a greater variety of viewpoints to the hiring process, the college will continue to monitor the composition of its search committees, encouraging diverse committees that are equipped to find the most qualified candidates for the positions to which they apply. These efforts will be made through new and ongoing initiatives such as:

- Ongoing training for search committee members regarding compliance with Human Resource procedures and diversity
- Expanded marketing and outreach efforts for open positions to diversify applicant pools
- Review of applicant pools to encourage representative minority representation
- Consistent review of search committee compositions
- Identify a greater number of diverse candidates (regional and national)
- Increase engagement with communities of color and other underrepresented groups
- Increase engagement with minority serving higher educational institutions

Goal Two – Promote Student, Faculty and Staff Awareness and participation in Diversity and Inclusion efforts.

KVCC's approach to promoting diversity and inclusive excellence is a collaborative and developmental one. To progress and promote an organizational culture of diversity, equity and inclusion, the college will continue to offer workshops each semester to the greater college community. The office of diversity and inclusion will continue to partner with various departments to offer and highlight current and future efforts including but not limited to the following:

- Brother to Brother (B2B)
- Sister to Sister (S2S)
- Multicultural Student services
- Museum - Inclusion Diversity Equity Access (IDEA) Committee
- Kalamazoo Valley Committee for Cultural Understanding (KVCCU)
- Food Innovation Center (FIC) - Inequity and racism in food systems
- Valley Food Share
- Groves
- LGBTQ+
- Veterans on campus
- Gender Equity Committee
- Employee Wellness Committee
- Latinos United
- International Student Services
- Office of Student Access
- Culture of American Sign Language
- Faculty Development
- KVAAP
- Mental Health Awareness
- Library
- Human Resources

Increasingly, professional development opportunities promoting diversity awareness, multicultural competency and global understandings will be offered through webinars, lectures by visiting content experts, DVDs, movies and KVCC website modules.

Other activities to accomplish this goal will include:

- Maintain and expand college-wide diversity and training initiative with an early emphasis on race relations (fall 2020) to staff, faculty, and administration
- Develop and deliver implicit bias training for staff, faculty, and administration – required of all employees by April 2021
- Expand and support development of diversity and inclusion curriculum in FYE classes

Goal Three - Educate and promote standards of inclusion for equitable treatment of all individuals

KVCC's nondiscrimination and diversity policies and practices are in compliance with all federal civil rights legislation to ensure equal access to education and equitable treatment for all students and staff. To maintain compliance with civil rights legislation, KVCC has designated a Title IX Coordinator as well as an ADA/Title 504 Coordinator. These designees are responsible for addressing and reconciling issues of discrimination in accordance with institutional policies and procedures. The designees will also be responsible to provide information and guidance to all internal constituents and serve as liaisons to related regional, state and federal agencies.

Civil rights information and updates will be disseminated on an ongoing basis to internal constituents in the following venues:

- New Student Orientation
- New Employee (faculty and staff) Orientation
- All College Days
- Summer Faculty Institute/Summit
- Student Forums

In an effort to create a truly inclusive environment, it is imperative that all members of the college community gain greater awareness, acceptance and appreciation of an increasingly diverse student and staff population. Informational and educational offerings will be available/provided to students and staff, focusing on but not limited to the following topics:

- Standards of Conduct
- Multicultural Awareness
- Cultural Competency and Humility
- Global Competencies
- Culture & Communication
- Global Citizenship
- Diversity Dynamics
- Universal Design

For inclusion to be achieved, all members of the KVCC community deserve to feel included, respected and valued.

Other activities to accomplish this goal will include:

- Develop and distribute DEI information to students and employees on a consistent basis
- Designate programming for all professional development platforms
- Nurture a culture of inclusive excellence by developing DEI recognition program

A Framework for Continued Growth

As KVCC moves forward, the Office of Diversity and Inclusion Strategic/Tactical plan will identify individuals and units ultimately responsible for meeting the challenge of diversity and inclusion at KVCC. Among the most important, will be consistent dedicated resources and leadership from the Office of Diversity and Inclusion. This office will be responsible for communications, outreach and the promotion of college-wide and community diversity initiatives, focusing specifically on issues of institutional equity, campus internationalization and development. The Director of Diversity and Inclusion will be part of the President's Cabinet to allow for comprehensive understanding and implementation of priorities.

It should be noted that the accountability for Transformative Inclusion and the promotion of diversity is the responsibility of everyone within the KVCC community. It is also important to note that this tactical plan, with its vision and goals, is a fluid document that serves as a structure for the continued progression of improvement at KCCC. It is a consensus document that reflects the common bonds and goals of the greater college community and will be reviewed annually. Additions, updates and revisions will be executed as necessary to continue fostering Transformative Inclusion into the culture of KVCC. The tactical plan is meant to be inclusive of all members of the college community, focusing particularly on addressing issues on inequity with regard to historically or currently underrepresented groups.

Exhibit A – ODI 2016-2018 Tactical Plan

Goals	Strategies & Tactics	Timeline	Benchmarks/Goal	Metric
<p>Create a climate of dignity and respect throughout the KVCC community</p>	<p>Training & Development</p> <ol style="list-style-type: none"> 1. Collaborate with training and development specialist to conduct DEI workshops for KVCC employees. 2. Collaborate with life resources specialist to administer Kalamazoo Community Foundation grant for train the trainer on LGBTQA education and awareness 	<p>May – 2016 June - 2017</p> <p>June – December 2016</p>	<p>Goal – Train 114 employees</p> <ul style="list-style-type: none"> • Pre and post workshop survey, measuring increased understanding of DEI (summary document) • Train 20 individuals as trainers 	<ul style="list-style-type: none"> • Survey results • Number of participants and their functional area • Number of individuals who qualify as trainers
<p>2.Enroll 25 F1 international students for summer/fall 2016</p>	<p>International Students</p> <ol style="list-style-type: none"> 1. Collaborate with Western MI University to recruit new F1 international students. 2. Collaborate with Foreign Links Around the Globe (FLAG) to recruit new F1 international students. 3. Collaborate with current F1 students to build a pipeline of potential new students 4. Collaborate with KVCC recruitment team to build pipeline od potential students from current J Visa students at area high schools 	<p>Ongoing</p> <p>Ongoing June 2016</p>	<p>Enroll 25 F1 Students</p> <p>Execute agreement with WMU and FLAG</p>	<ul style="list-style-type: none"> • Number of students enrolled as a result of formal agreement • Students enrolled from other efforts
<p>3. Increase student engagement on issues of diversity, inclusion and equity</p>	<p>Training & Development</p> <ol style="list-style-type: none"> 1. Engage students organizations (Brother to Brother, Phi Theta Kappa, Mosaic) in dialogues on DEI issues 2. Invite students to participate with campus D/I team at D/I activities 3. Partner with faculty to do classroom presentations (FYE, Summer Bridge classes) 4. Collaborate with Recruitment and Orientation staff on messaging for incoming students 	<p>July 2016 – June 2017</p>	<ul style="list-style-type: none"> • 56 meetings with student organizations • 120 students attend D/I activities • 8 classroom visits 	<ul style="list-style-type: none"> • Number of meetings with student organizations • Number of students participants on D/I team and participation in events • N?A
<p>4. Enhance global awareness across KVCC campus</p>	<p>International Perspective</p> <ol style="list-style-type: none"> 1. Collaborate with key staff/faculty with an interest in international students to create learning opportunities for students and KVCC employees (Faculty seminar days and campus forums) 2. Collaborate with campus partners (D/I team/multicultural affairs) to host international student events (Taste of Africa) 	<p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • One hundred faculty attend Seminar Days presentations or campus forums • 200 students and faculty attend international events 	<ul style="list-style-type: none"> • Number of faculty and students attending • Number of students and faculty attending

Exhibit B – ODI Fiscal 2018-2020 Strategic/Tactical Plan

KVCC DEI Strategic/Tactical Plan: November 2018 – June 2020

Goals	Strategies & Tactics	Timeline	Benchmarks/Goal	Progress as of 6/30/20
1. Foster the continued growth of underrepresented backgrounds in the presence of faculty and staff.	Training & Development		Goal	
	Collaborate with HR to establish, revise, and standardize search committee training process	Dec, 2018 June, 2020	Develop search committee training tool by May 2019	Training tool 100% complete
	Collaborate with HR to develop and implement search committee training sessions		Implement update training tool in/ongoing fiscal 2020	Training tool developed. Implementation in process
	Identify a greater number of diverse candidate pipelines (regional and national)	Nov 2018 April - 2019	Identify 6 to 10 current memberships and associations to advertise in	In progress/ongoing (see 2021 – 2023 strategic plan)
2. Promote faculty and staff awareness of diversity and inclusion	Development			
	Maintain and expand college-wide diversity training initiatives for staff, faculty, and administration	Jan 2019 - ongoing	100 + faculty and staff per event	Event and workshop goals exceeded 1622 attendees
	Consistently deliver a diversity module to all new hires and new student orientations	July 2019	Memorialize and deliver consistent content in 100% of orientations	Implemented
	Expand and support promotion of Diversity and Inclusion in college curriculum	Ongoing	Continue current faculty awareness and education efforts with Faculty Success Center and Academic Deans; Explore imbedding diversity and inclusion curriculum in FYE classes	In progress/ongoing (see 2021 – 2023 strategic plan)
3. Educate and promote standards of inclusion for equitable treatment of all individuals	Development			
	Provide information on a consistent basis to internal constituents in the form of orientation and ongoing training	Ongoing	Develop a DI awareness document and deliver to all new employees	Document development 85% complete/ongoing (see 2021 – 2023 strategic plan)
	Develop materials for student life to incorporate into new student orientation	July 2019	Develop a DI awareness document and deliver to all new students	Document development 90% complete/ongoing (see 2021 – 2023 strategic plan)
	Designate programming for all professional development platforms	July 2019 - ongoing	Develop annual professional diversity competency calendar Develop e-learning/in-demand training option	Staff and faculty development calendars being used Module development 60% complete (see 2021 – 2023 strategic plan)

Exhibit C – ODI Fiscal 2021-2023 Strategic/Tactical Plan

KVCC DEI Strategic/Tactical Plan: July 2020 – June 2023

Goals	Strategies & Tactics	Timeline	Benchmarks/Goal	Metric by 2023
1. Foster the continued growth of underrepresented backgrounds in the presence of faculty and staff.	Training & Development		Goal	
	Identify a greater number of diverse candidate (regional and national)	July, 2020 June, 2023	Identify candidates from advertising in 6 to 10 memberships/associations	Identify 12 candidates
	Increase engagement with communities of color and other underrepresented groups		Increase collaborations with identified communities	24 collaborations/events
	Increase engagement with minority serving higher ed institutions		Establish relationships with minority serving higher ed institutions	Identify and partner with 4 regional institutions
2. Promote faculty and staff awareness of diversity and inclusion	Development		Goal	
	Maintain and expand college-wide diversity training initiatives for staff, faculty, and administration	July, 2020 June, 2023	Expand the number of faculty, staff, and administration attendees	1500 by 2023
	Development and deliver implicit bias training for staff, faculty, administration	July 2020 –April 2021	Train all full- time faculty, staff, and administration	100% of full-time faculty, staff, and administration trained
	Expand and support promotion of Diversity and Inclusion in college curriculum	July, 2020 June, 2023	Continue current faculty awareness and education efforts with Faculty Success Center and Academic Deans; explore imbedding and delivering diversity and inclusion curriculum in FYE classes	100% development of DEI/FYE curriculum and deliver in 100% of FYE classes
3. Educate and promote standards of inclusion for equitable treatment of all individuals	Development		Goal	
	Provide DEI information on a consistent basis to students and employees.	July, 2020 June, 2023	Distribute DEI document and to all students and employees	100% of all students and employees receive via various channels
	Designate programming for all professional development platforms		Develop e-learning/in-demand training option	100% development of module and implementation of module
	Nurture a culture of inclusive excellence by developing DEI recognition program		Highlight/acknowledge those frequently attending events and programs	Monthly: Detailing Diversity – Showcasing DEI experiences and Community engagement by KVCC faculty, staff, and students