

Kalamazoo Valley Community College Diversity and Inclusion 2023 -2027 Strategic/Tactical Plan

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 2018:

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.

Development and Implementation of Office of Diversity 2015-2018 Strategic Plan

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 strategic plan (Exhibit A).

The first goal of the 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 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

Between 2015-2018 the Office of Diversity and Inclusion (ODI) developed and implemented the initial plan, and 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 strategic plan laid the groundwork for our efforts going forward.

Development and Implementation of Office of Diversity 2023-2027 Strategic Plan

Some of the goals of the 2023-2027 Strategic Plan were developed in 2018, other parts in 2021 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 2021 – 2023 are detailed in Exhibit C and include:

- Mandated bias training for search committee members
- Implemented holistic admission review process for nursing students
- Launched DEI recognition program
- Added diversity and inclusion program coordinator position
- Expanded educational and professional development offerings
- Reviewed and updated CMOP 3100 – Used Name Policy (formerly Preferred Name)
- Reviewed and updated CMOP 3150 – Non-Discrimination Policy

KALAMAZOO VALLEY COMMUNITY COLLEGE 2023-2027 STRATEGIC GOAL #TWO

Embed diversity, equity and inclusivity in all processes across the college.

Kalamazoo Valley will create a collaborative and inclusive culture where all are welcomed. To accomplish this goal, the college will embody organizational self-awareness and acknowledge community perceptions. Building on the efforts to support students holistically, similarly we will cultivate an environment where employees are comfortable sharing well-informed ideas, thoughts and opinions, with an understanding that recommendations will be considered during decision making.

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

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*).

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 representation of underrepresented backgrounds
- Continue engagement and collaborations with communities of color and 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.

Kalamazoo Valley’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.

Increasingly, professional development opportunities promoting social awareness, multicultural competency and global understandings will be offered through webinars, lectures by visiting content experts, movies, and on-demand content resources

Other activities to accomplish this goal will include:

- Maintain and expand college-wide diversity and training initiatives with an early emphasis on enhancing a culture of welcoming and belonging (fall 2024) to staff, faculty, and administration
- Develop and deliver diversity, equity, and inclusion module for new hire on boarding process by June 2024

Goal Three – Continue path to becoming an equity-minded institution

The persistence in educational disparities in community colleges makes the concept of equity urgently important, and equity conversations must be guided by those who understand the role of community college leaders at every layer of the institution (McPhail & Beatty, 2021). Efforts to develop and implement equity-centered solutions must incorporate the perspective of students most negatively impacted by inequity on campus resulting in policies, practices, and programs that truly resonate with the student experience (Johnson et al., 2022).

Becoming an Equity-Centered Institution – the goal is to create an equity-minded student and employee experience that leads to success, competition, and retention for students and employees. Equitable practices acknowledge that everyone who works or studies at the college has different experiences that may call for different approaches to working and learning. The system is dedicated to using disaggregated data to identify equity gaps and to make informed decisions to support and document the work that is being done (McPhail & Beatty, 2021).

To thoroughly engage an equity-centered process that is also mindful of intersectional planning Kalamazoo Valley will continue:

- Its review of policies and practices to discover outdated procedures that act as barriers to equity
- Enhancing data literacy to gather, evaluate, and interpret data points grouped into subpopulations across multiple categories
- Utilize disaggregated data to identify, develop, and implement equity-centered student success strategies

Exhibit D – OID Fiscal 2023-2027 Strategic/Tactical Plan

KVCC DEI Strategic Plan: July 2023 – June 2027				
Goals	Strategies & Tactics	Timeline	Benchmarks/Goal	Metric by 6/30/2027
1. Foster the continued growth in the presence of faculty and staff of **underrepresented backgrounds.	Training & Development		Goal	
	Identify a greater number of diverse candidate pipelines (regional and national)	July, 2023 June, 2027	Identify candidates from advertising in 6 to 10 membership/associations	Increase the percentage of staff from underrepresented groups by 2%
	Increase engagement with communities of color and other underrepresented groups		Increase collaborations with identified communities	10 collaborations/events a year
	Increase engagement with minority serving higher ed institutions	July, 2023 June, 2027	Continue to establish relationships with minority serving higher ed institutions	Identify and partner with two regional institutions a year
2. Promote faculty and staff awareness of diversity and inclusion	Development			
	Maintain and expand college wide diversity training initiatives for staff, faculty, and administration	July 2023 – June 2027	Train full-time staff, and faculty	300 attendees a year by 2027
	Collaborate with Human Resource and employment managers to develop and implement Diversity Equity and Inclusion content in the new-hire on boarding process	July 2023 June, 2024	Develop and implement module by June 2024	Completion and installation of content by June, 2024
3. Continue path to becoming an equity-centered institution	Development			
	Identify and implement tool or framework to assist cabinet with review of institutional policies and procedures	July 2023 - July, 2024	Get tool and framework in place	75 to 100 % of identified policies and procedures reviewed and updated by 2027
	Identify and implement tool to execute equity audit	July, 2023 - June, 2026	Collaborate with office of institutional effectiveness to deliver tool by June 2025	Collect data/results and process by June 2026

Exhibit A – ODI 2016-2018 Strategic Plan

KVCC DEI Strategic Plan: April 2016-March 2019 With Phase I Timeline (April 2016 – Sept. 2017)				
Goals	Strategies & Tactics	Timeline	Benchmarks/Goal	Metric by 6/30/17
Create a climate of dignity and respect throughout the KVCC community	Training & Development <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>	Goal – Train 114 employees <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
2.Enroll 25 F1 international students for summer/fall 2016	International Students <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 of potential students from current J Visa students at area high schools 	<p>Pending</p> <p>Pending</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
3. Increase student engagement on issues of diversity, inclusion and equity	Training & Development <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 	July 2016 – June 2017	<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
4. Enhance global awareness across KVCC campus	<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 2018-2020 Strategic Plan

KVCC DEI Strategic Plan: November 2018 – December 2020 With Phase I Timeline (November 2018 – June 2019) *Revised				
Goals	Strategies & Tactics	Timeline	Benchmarks/Goal	Metric by 6/30/2019
4. Foster the continued growth of underrepresented backgrounds in the presence of faculty and staff.	Training & Development		Goal	Progress as of 12/10/19
	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 is fiscal 2020	In progress
	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
5. 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	1500 attendees – see attached report
	Consistently deliver a diversity module to all new hires and new student orientations	July 2019	Memorialize and deliver consistent content in 100% of orientations	On going
	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	On going
6. 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	In progress – drafts to marketing
	Develop materials for student life to incorporate into new student orientation	July 2019	Develop a DI awareness document and deliver to all new students	In progress – drafts to marketing
	Designate programming for all professional development platforms	July 2019 - ongoing	Develop annual professional diversity competency calendar Develop e-learning/in-demand training option	Yet to begin Module 1 in progress: 50% complete