



**President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)
2021-2024 DIVERSITY, EQUITY AND INCLUSION ACTION PLAN**

*“An individual has not started living
until he can rise above the narrow confines
of his individualistic concerns
to the broader concerns of all humanity.”*

— Martin Luther King, Jr.

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2021-2024 Diversity, Equity and Inclusion Action Plan**

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President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI)

2021-2024 Diversity, Equity and Inclusion Action Plan

EXECUTIVE SUMMARY

Student Success and Diversity, Equity, and Inclusion (DEI) form the two overarching and guiding principles in Hudson County Community College’s strategic priorities. In support of these priorities, President Christopher Reber formed the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI) in fall 2019 to promote college-wide engagement and provide leadership in all areas of DEI. PACDEI membership includes representatives from all internal and external HCCC constituencies, including students, faculty, staff, administrators, trustees, and community members.

In its first year, PACDEI launched a college-wide climate survey with approximately 800 participants. One version of the survey focused on students and the other on College employees and members of the Board of Trustees. The Office of Institutional Research and Planning evaluated the data and created comprehensive visual representations that were formally shared with the entire college community for their review and engagement.

After a series of Survey Results Open Fora, completed worksheets from the attendees provided overarching themes used by PACDEI to identify three goals that initially emerged as strategic areas of focus for the College. During the fall 2020 visit of Drs. Mary Fifield and Rene Garcia, HCCC’s *Achieving the Dream* (ATD) Leadership and Data Coaches, a fourth goal emerged upon their recommendation. They noted the benefits of an increased student success focus and greater alignment with the ATD Student Success Action Plan. This latest addition solidified the following four overarching PACDEI goals:

- 1 – Supporting an inclusive culture of care at HCCC; creating DEI infrastructure, training programs, and initiatives across the College.**
- 2 – Weaving diversity, equity, and inclusion guidelines and practices into recruitment and hiring practices, screening committee procedures, promotion considerations, and succession planning.**
- 3 – Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.**
- 4 – Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.**



November 2020 marked PACDEI's first anniversary, which provided a moment to reflect on the historic year that had changed the world. That year also saw the emergence of a sense of urgency to action that originated in response to challenges and tribulations facing our local and broader communities.

The first tragedy was a terrorist attack against one of our local Jewish communities in December 2019. This heinous act driven by hate and racism highlighted our need to be responsive to denouncing anti-Semitism, hatred, and bigotry.

Shortly after, the COVID-19 pandemic sickened the world and caused pain, fear, and loss of life within our nation, state and Hudson County. While New Jersey Governor Philip Murphy issued a stay-at-home Executive Order in March 2020, the pandemic disproportionately impacted communities of color as it compounded previously existing equity gaps.

These sentiments of urgency intensified when a Minneapolis police officer murdered George Floyd in May 2020. Once again, the chants for Black Lives Matter ignited our communities against racism and injustice and rallied our support of social justice and community building.

All these developments served as catalysts for angst, fear, anger, and anxiety within the community. They established an immediate need to provide support for our peers, promote employee morale, address mental health needs and the emotional, psychological, and social well-being of HCCC's students, staff, faculty, and community members.

Within the HCCC community, two-thirds of students reported challenges with food insecurity, housing insecurity, and/or homelessness during the pandemic. COVID-19 disproportionately impacted Hudson County – especially communities of color. The pandemic exposed and exacerbated existing social and economic inequalities that forced us to pause and reflect on the multiple systems that perpetuate this marginalization; it highlighted the areas in which we can better serve and support our students, faculty, staff, and community.

During this time, dedicated PACDEI members and other College and community stakeholders developed a multi-year Diversity, Equity and Inclusion Action Plan. The Plan seamlessly aligned with the Academic Master Plan, the *Achieving the Dream* Student Success Action Plan, and all other strategic initiatives at the College. The diverse membership of PACDEI fully reflects the College community's broad diversity, including representation from the President, Chief Academic Officer, and two members of the Board of Trustees. The participation of college leadership and board members in the project elevated PACDEI's work to ensure its embeddedness in all significant college-wide strategic initiatives.

Over the last year, the Council worked at the grassroots level to refine its overarching goals and find its place. It was an organic evolution that allowed PACDEI to harness the college community's enthusiasm and embrace its culture and rich history. This continued progress permitted PACDEI to grow into an entity that could easily integrate into the institutional culture and infrastructure and support DEI shared values and initiatives. The completion of this Action Plan outlines the latest manifestation of such evolution and development.

Yeury Pujols
Executive Director, North Hudson Campus
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COLLEGE MISSION, VISION, AND VALUES

Mission:

Hudson County Community College provides its diverse communities with inclusive, high-quality educational programs and services that promote student success and upward social and economic mobility.

Vision:

As one of the nation's leading and most diverse urban community colleges, we aspire to offer consistently best-practice, transformative educational and economic opportunities for our students and all residents of Hudson County.

Values:

Hudson County Community College is committed to these values:

- | | |
|--|---|
| H olistic Services | C ollaboration and Engagement |
| U nderstanding through Data | A cademic Excellence |
| D iversity, Equity, and Inclusion | R esponsible Stewardship of Resources |
| S tudent Success | E thical Behavior, Integrity, and Transparency |
| O pen to All | S upport of Innovation and Leadership |
| N ational Distinction | |

Key Terms and Definitions

Culture refers to the customs, arts, social institutions, and achievements of a particular nation, people, or other social group.

Diversity refers to the ways in which the organizational culture supports, celebrates, and encourages a wide variety of backgrounds, life experiences, values, worldviews, and approaches.

Equality ensures that everyone has an equal opportunity to be successful.

Equity ensures the removal of barriers to fair treatment, access, opportunity, and advancement for all community members so that all have the capability to be successful.

Inclusion refers to efforts around building a welcoming environment in which community members feel respected, represented, supported, and valued to participate fully.

Diverse Identities include, among others, race, ethnicity, gender, gender identity/expression, culture, national origin, sexual orientation, religion, physical and intellectual abilities, marital status, socioeconomic status, creed, class, age, profession, veteran status, and regional identity.



OVERVIEW

The 2019 campus-wide climate survey identified four overarching goals and priority areas that inform this action plan. To develop a strategy for goal achievement and sustainability, PACDEI divided its membership into four subcommittees. Each subcommittee was assigned to focus on one of the four overarching goals, and to identify action steps and projected timelines for implementation.

GOAL #1 – Supporting an inclusive culture of care at HCCC; creating DEI infrastructure, training programs, and initiatives across the College.

Objective 1: Encourage college-wide collaboration and foster internal and external partnerships to provide programs that promote culturally relevant instruction; equitable, diverse, and inclusive education; and advocacy for students, faculty, staff, and external community members.

Objective 2: Advocate and support transparent and inclusive infrastructure that is strategic, sustainable, and growth-oriented for all internal and external members of the College community.

Goal One seeks to promote a culture of care through community engagement and DEI awareness within the broader College community. This goal calls for Diversity, Equity, and Inclusion training to be consistent and widely available for all College community members. The plan also articulates the need to continue hosting open dialogue opportunities about complex topics that organizations often avoid. Openly discussing complicated issues will encourage all voices to participate in the shaping of our institutional climate. Structures and support for the long-term sustainability of the College's overall DEI efforts will be developed.

GOAL #2 – Weaving diversity, equity, and inclusion guidelines and practices into recruitment and hiring practices, screening committee policies, promotions, considerations, and succession planning.

Objective 1: Ensure that HCCC's employment brand reflects and embeds diversity, equity, and inclusion in a way that attracts and retains a talented, qualified, and diverse workforce.

Objective 2: Hire and retain diverse talent with competencies that align with the position and culture.

Objective 3: Create positive onboarding and exit programs for employees experiencing promotion, changes of title, and for departing employees that leave them feeling heard, understood, and appreciated.

Goal Two addresses Human Resources processes. It calls for the College to update practices to attract more diverse pools of qualified candidates and improve screening and hiring processes to ensure equitable and fair outcomes. The second part of this goal provides current employees with support for professional development and growth at the College by developing internal talent. Finally, the thorough analysis of exit interviews will also promote the continuous improvement of the overall employee lifecycle.



GOAL #3 – Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.

Objective 1: Promote transparency and information relating to the reporting of incidents.

Objective 2: Assess the effectiveness of current incident reporting processes and accessibility of content.

Objective 3: Ensure that all college community members feel safe and secure while they are on our campuses or at college events.

Goal Three is instrumental in promoting and creating an environment in which everyone has a voice and feels that their well-being is an organizational priority. This goal asks for the continuous evaluation of the current incident reporting apparatus and processes.

Additionally, it calls for student engagement characterized by awareness campaigns that clarify policies and procedures. Finally, it creates advocacy outlets for students and employees who might need greater clarity before pursuing the traditional channels of reporting an incident.

GOAL #4 – Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.

Objective 1: Promote equity and inclusive-centered classrooms.

Objective 2: Establish student-led DEI activities and events.

Objective 3: Expand student access and relationships with community leaders, organizations, professional associations, and government entities.

Goal Four focuses on student success and calls for an eclectic approach of methods that increase student engagement and a collective sense of community and belongingness at the College. This goal focuses on developing leadership and involvement opportunities for students. Some of these opportunities will form around specific cohorts with pre-established entrance criteria, while other programs will be open to all College students. Finally, this goal will provide guidance and support to faculty in promoting best practices and celebrating those instructors whose diversity, equity, and inclusion efforts excel.



ACTION PLAN TIMELINE AND STAKEHOLDERS

This action plan commenced on July 1, 2021, building on the successes of PACDEI and its established framework during the launch period. Each goal has multiple objectives with a series of independent action items, each having evaluation instruments for their assessment. Accountability is clearly articulated as each task is assigned a primary stakeholder within the college community for leadership and implementation. Others will serve as secondary stakeholders to provide support in completing each action step.

Initially, this plan was conceived for shared responsibility between PACDEI, the areas noted as primary stakeholders, and the listed secondary stakeholders. Subsequently, the College formally created an Office of Diversity, Equity, and Inclusion, which will also assume a leading role with this plan's implementation.

The Subcommittee for Goal One, the DEI Office, and the Offices of Cultural Affairs, Student Life and Leadership, HCCC Libraries, North Hudson Campus, Faculty and Staff Development, Center for Teaching, Learning, and Innovation, and other departments and individuals will lead efforts to achieve Goal One.

The Office of Human Resources will serve as the primary stakeholder for Goal Two while working in concert with the Subcommittee for Goal Two and the Office of DEI.

The Subcommittee for Goal Three will lead Goal Three with colleagues in Student Affairs, Care Team, Safety and Security, Human Resources, and the Office of DEI.

Finally, efforts to achieve Goal Four will be addressed through a partnership of the Subcommittee for Goal Four, the Divisions of Academic Affairs, and Student Affairs and Enrollment; and the Offices of Human Resources, Faculty and Staff Development, Center for Teaching, Learning, and Innovation, and DEI.

The last area of the model is the timeline for addressing each action item.

Chart 1: Action Plan Time Frame	
PACDEI's Launch Period	PACDEI's Inception –June 2021
Action Plan Year I	July 2021 - June 2022
Action Plan Year II	July 2022 - June 2023
Action Plan Year III	July 2023 - June 2024

The execution of this DEI Action Plan will take place during fiscal years 2022, 2023, and 2024 through college-wide collaboration and alignment with other college-wide strategic priorities. The four overarching goals will provide HCCC with tangible areas of focus as the College's DEI framework continues to evolve over the next three years. The objectives and action steps outlined will be led by their primary stakeholders, in collaboration with the secondary stakeholders.

PROCESS OF ASSESSMENT

Each action item has a process of assessment intended to evaluate the impact of each article or intervention using qualitative and quantitative methods. The Office of Institutional Research and Planning will provide baseline data for large-scale assessments. Each subcommittee will collaborate with Human Resources, PACDEI, and the Office of DEI to continually assess programs and training in order to analyze the impact. The following is a list of collaborative assessment processes built into each initiative:

- Regular program assessment and feedback in collaboration with the Offices of DEI and Human Resources, utilizing follow-up program assessment surveys, climate surveys, working groups, and focus groups. Additional feedback may also be collected from employee onboarding, orientation, retention, and exit surveys. The impact may be assessed through quantifiable measures of the number and affiliation of participants (students/staff/faculty/community members/guests), scaled satisfaction feedback, and qualitative data pertaining to impact, appreciation, and program outcomes.
- Periodic assessment of DEI-trained students, staff, and faculty serving on college-wide committees.
- Assessment measures may also be aligned with the data, milestones, and impact evaluation following the College’s Strategic Plan, Student Success Action Plan, and Academic Affairs Master Plan review and assessment.

GOAL #1 – Supporting an inclusive culture of care at HCCC: creating DEI infrastructure, training programs, and initiatives across the College.

Task Statement: This subcommittee is tasked with recommending infrastructure; and developing and coordinating DEI programs and training opportunities to promote diversity, equity and inclusion across the College.

Chart 2: Goal One – Objective 1			
Encourage college-wide collaboration and foster internal and external partnerships to provide programs that promote culturally relevant instruction; equitable, diverse, and inclusive education; and advocacy for students, faculty, staff, and external community members.			
Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Develop, sustain, and support recurring legacy programs and campaigns informed by data.	<ul style="list-style-type: none"> • Questionnaires • Focus groups • Observation • Event attendance • Documented behavioral patterns 	<p>Primary: PACDEI Goal One Subcommittee</p> <p>Secondary: Offices of DEI; Cultural Affairs; Student Life and Leadership; Center for Teaching, Learning, and Innovation; Human Resources; Faculty and Staff Development; and Libraries</p>	Year I - Year III
Sustain and support programs, workshops, and events open to the College and external community in order to address changing community needs.	<ul style="list-style-type: none"> • Questionnaires • Focus groups • Observation • Event attendance • Documented behavioral patterns 	<p>Primary: PACDEI Goal One Subcommittee</p> <p>Secondary: Offices of DEI; Cultural Affairs; Student Life and Leadership; Center for Teaching, Learning, and Innovation; Human Resources; Faculty and Staff Development; and Libraries</p>	Year I - Year III
Develop, sustain, and support DEI-related training for target populations.	<ul style="list-style-type: none"> • Questionnaires • Focus groups • Observation • Event attendance • Documented behavioral patterns 	<p>Primary: PACDEI Goal One Subcommittee</p> <p>Secondary: Offices of DEI; Cultural Affairs; Student Life and Leadership; Center for Teaching, Learning, and Innovation; Human Resources; Faculty and Staff Development; and Libraries</p>	Year I - Year III

Chart 3: Goal One - Objective 2			
Advocate and support transparent and inclusive infrastructure that is strategic, sustainable, and growth-oriented for all internal and external members of the college community.			
Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Create a DEI Calendar accessible to all stakeholders.	• Observation	Primary: PACDEI Goal One Subcommittee Secondary: Offices of DEI, Communications and Information Technology Services	Year I
Create a social media presence and content about the institutional, local and global climate, and services offered.	• Questionnaires • Focus groups • Observation • Documented behavioral patterns	Primary: PACDEI Goal One Subcommittee Secondary: Offices of DEI, Communications, and Information Technology Services	Year II
Create and maintain a college external website presence and content about the institutional, local, and global climate, and services offered.	• Observation • Institutional Research data	Primary: Office of DEI Secondary: Offices of Communications, and Institutional Research and Planning	Year II - Year III
Form a PACDEI Retreat Planning Committee to plan in-person retreat for PACDEI members dependent on internal demand and need.	• Questionnaire (internal)	Primary: PACDEI Goal One Subcommittee Secondary: Offices of the President and DEI	Year II
Host a diversity conference sponsored by PACDEI and the Office of DEI.	• Questionnaires • Focus groups • Observation • Documented behavioral patterns	Primary: Office of DEI Secondary: PACDEI Goal One Subcommittee; Cultural Affairs; Student Life and Leadership; Center for Teaching, Learning, and Innovation; Human Resources; Faculty and Staff Development; and Libraries	Year III

Goal 1 Rationale

The attainment of the Goal One action items will allow for greater coordination of the College DEI collective programming while avoiding duplication of effort. Additionally, these approaches will enable the College to infuse outside perspectives into our practices continuously. In collaboration with the Office of DEI, the Department of Cultural Affairs will serve as a bridge between the College and the external community to keep HCCC community members engaged in local programs taking place outside the College. DEI training programs are also essential for the continuous improvement of DEI efforts at the College. This training will emerge from community partnerships and other internal stakeholders.

Suggestions will be encouraged from PACDEI; Office of DEI; Offices of Faculty and Staff Development; Student Life and Leadership; Center for Teaching, Learning, and Innovation; Libraries, and many others. Some training and programs pertinent to DEI will be focused on specific groups, while others will be open to all.

Goal 1 Key Strategies

The Subcommittee for Goal One will provide the linkage, guidance, and support for achieving this goal. This group membership includes those whose areas lead and organize programs at the College; namely, Cultural Affairs, Student Life and Leadership, and HCCC Libraries. Other relevant partners are the Center for Teaching, Learning, and Innovation; Faculty and Staff Development; and others. These groups have representation within the membership of PACDEI, which facilitates collaboration. Finally, this alignment will also allow for greater cooperation in general and less duplication of effort. These programs and trainings will increase engagement and provide a DEI lens to all HCCC stakeholders.

Goal 1 Institutional Sustainability

In coordination with the Goal One Subcommittee and the entire membership of PACDEI, the Office of DEI will provide leadership and support to all areas of the college community in sustaining the critical initiatives pertinent to Goal One.

GOAL #2 – Weaving Diversity, Equity and Inclusion guidelines and practices into recruitment and hiring practices, screening committee policies, promotion considerations, and succession planning.

Task Statement: *This subcommittee is tasked with reviewing and making recommendations on recruitment and hiring practices, policies, and procedures, including screening committee and promotion guidelines; and succession planning to promote a culture that embraces diversity, equity and inclusion principles and best practices.*

Chart 4: Goal Two - Objective 1			
Ensure that HCCC’s employment brand reflects and embeds diversity, equity and inclusion in a way that attracts and retains a talented, qualified, and diverse workforce.			
Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Promote HCCC culture of care, inclusivity, and belonging.	<ul style="list-style-type: none"> • Climate surveys • Employee satisfaction surveys • Institutional Research data 	<p>Primary: Office of DEI</p> <p>Secondary: PACDEI Goal One Subcommittee; Offices of Cultural Affairs; Student Life and Leadership; Center for Teaching, Learning, and Innovation; Human Resources; Faculty and Staff Development; Libraries; and Communications</p>	Year I - Year III
Promote HCCC’s competitive benefits for all employees.	<ul style="list-style-type: none"> • Assessment of employee onboarding, benefits orientations, and exit interviews • Assessment of employee satisfaction surveys • Tracking of the new HCCC Human Resources website traffic and benefits page • Regular benchmarking of benefits offerings and communications with other New Jersey community colleges 	<p>Primary: Office of Human Resources</p> <p>Secondary: PACDEI Goal Two Subcommittee, Office of DEI, Office of Communications</p>	Year I - Year III
Implement a comprehensive recruitment strategy to enhance diverse pools of applicants, and support new hires and prospective employees.	<ul style="list-style-type: none"> • Number of qualified and diverse applicants for each position posted • Scope of recruitment and promotional efforts including new marketing materials, partnerships, professional associations, and other outlets • Number of qualified and diverse applicants for each vacancy posting • Employee onboarding and orientation follow-up 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of DEI, Hiring Managers, PACDEI Goal Two Subcommittee, Office of Communications, and College Collective Bargaining Units</p>	Year II - Year III
Develop sustainable processes to evaluate and continuously improve recruitment and hiring practices.	<ul style="list-style-type: none"> • Continuous assessment of the diversity of the hiring pool from applicant to hire • Assessment of the number of qualified and diverse applicants • Assessment of the number of failed searches • Assessment of timeline of searches from recruitment to hire 	<p>Primary: Office of Human Resources</p> <p>Secondary: PACDEI Goal Two Subcommittee; Hiring managers; College Collective Bargaining Units; Offices of DEI, Institutional Research and Planning, and Communications</p>	Year II - Year III



DIVERSITY, EQUITY, AND INCLUSION

Chart 5: Goal Two - Objective 2

Ensure that HCCC hires and retains diverse talent with competencies that align with each position and culture.

Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Analyze, and, where appropriate, support recommendations provided by Evergreen Solutions, LLC.	<ul style="list-style-type: none"> Employee feedback of Evergreen work Feedback from the four Collective Bargaining Units Continuous and collaborative assessment of alignment between job descriptions, and department and college goals Continuous assessment of job titles and salaries, and compatibility with benchmark institutions 	<p>Primary: Office of Human Resources</p> <p>Secondary: PACDEI Goal Two Subcommittee, Evergreen Solutions, LLC, Hiring managers, Department leaders, College Collective Bargaining Units</p>	Year III
Enhance opportunities to celebrate and recognize employees' professional achievements and milestones.	<ul style="list-style-type: none"> Assessment of ongoing employee professional milestones and achievement Number and quality of celebratory programs Climate and employee satisfaction surveys 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of Faculty and Staff Development, Office of DEI, PACDEI Goal Two Subcommittee, Hiring managers, and College Life Committee of All College Council</p>	Year I
Enhance internal development, promotions, and succession planning; create meaningful roles that promote quality jobs leading to employee satisfaction through educational and training opportunities.	<ul style="list-style-type: none"> Regular assessment of employees' advancement and movement over time, including rate of internal hires and conversion rate of part-time to full-time hires Continuous evaluation of the scope and quality of professional development programs, including management training, leadership academy, and others Employee satisfaction surveys and exit interviews 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of Faculty and Staff Development, Office of DEI, PACDEI Goal Two Subcommittee, Hiring managers, and College Collective Bargaining Units</p>	Year II - Year III
Enhance education and training for the recruitment, screening, and hiring processes, and the role of screening committees.	<ul style="list-style-type: none"> Training and workshop assessment surveys Climate and employee satisfaction surveys 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of Faculty and Staff Development, Office of DEI, PACDEI Goal Two Subcommittee, Hiring managers</p>	Year II - Year III

Chart 6: Goal Two – Objective 3

Create positive onboarding and exit programs for promotion, changes of title, and departing employees that leave them feeling heard, understood, and appreciated.

Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Promote vacant position announcements college-wide to attract internal applicants.	<ul style="list-style-type: none"> Review of quality and number of vacancy position announcements Continuous assessment of the number and rate of internal applicant hires. 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of DEI, PACDEI Goal Two Subcommittee, Office of Communications, Hiring managers</p>	Year I
Enhance the exit interview process to include surveys and one-on-one interviews for all employees.	<ul style="list-style-type: none"> Tracking of the number of exit interviews held and number of exit surveys completed Assessment of exit interview and survey data over time Assessment of recommendations and actions taken based on exit interview and survey data over time. 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of DEI, PACDEI Goal Two Subcommittee, Hiring managers</p>	Year II
Enhance and expand the support, training, and scope of mentoring programs for all employees.	<ul style="list-style-type: none"> Assessment of the number, scope and quality of mentoring programs available to all employees Assessment of manager roles as mentors, and training opportunities specific to managers 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of DEI, Office of Faculty and Staff Development, PACDEI Goal Two Subcommittee, College Life Committee of the All College Council, Hiring managers</p>	Year II - Year III
Implement a comprehensive onboarding program for internal promotions, job title changes and new hires.	<ul style="list-style-type: none"> Onboarding and benefits orientation assessments Employee feedback Climate and employee satisfaction surveys 	<p>Primary: Office of Human Resources</p> <p>Secondary: Office of DEI, PACDEI Goal Two Subcommittee, Hiring managers, and College Collective Bargaining Units</p>	Year II

Goal 2 Rationale

Goal Two action items focus on Human Resources policies and processes, starting with attracting more substantial pools of diverse, qualified candidates. The goal also includes updating of screening and hiring processes by enhancing a focus on diversity that will promote employee diversity, reflecting the broader communities we serve. Finally, it will provide professional development and advancement opportunities that maximize the talents of diverse employees currently employed at all College levels. Advancing these three items in concert will allow the College to develop a workforce over time that more closely reflects the communities it serves.

Goal 2 Key Strategies

The first strategy is to ensure that the College updates its job postings. The text should attract diverse candidates by highlighting the importance of diversity to the HCCC community. Next, we need to ensure that HCCC is posting its employment opportunities in places and on platforms attracting diverse candidates. Third, we need to expand on the creation of diversity check-points currently being used while also enhancing the diversity lens of screening committees. One strategy is to include a diversity advocate for each screening committee. Efforts under Goal One to create training modules for diversity experts or advocates also support this goal. Training and professional development opportunities for current employees will allow HCCC to create an internal pool of qualified candidates and promote student retention.

Goal 2 Institutional Sustainability

Goal Two action items will be achieved through changes in policy and processes for sustainable, equitable, and diverse practices. When the new procedures are adopted, the Office of Human Resources, working closely with the Office of DEI, the Subcommittee for Goal Two, and the entire membership of PACDEI, will coordinate and align practices with this goal. Like the organic evolution of DEI at HCCC, these collaborations will improve processes as they become embedded into our practices.

GOAL #3 – Create clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.

Task Statement: This subcommittee is tasked with reviewing safety and security services and improving incident reporting in support of diversity, equity and inclusion. It will review current practices of incident reporting and suggest improvements in creating an equitable system.

Chart 7: Goal Three – Objective 1			
Promote transparency and information relating to the reporting of incidents.			
Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Create and host consistent awareness campaigns highlighting the policies and processes of incident reporting to the entire college community.	<ul style="list-style-type: none"> • Event feedback surveys • Social media analytics (marketing, awareness campaign) • Number of incidents reported 	<p>Primary: Care Team and Chief Judicial Officer</p> <p>Secondary: Offices of Public Safety and Security, Institutional Research and Planning, DEI, PACDEI Goal Three Subcommittee</p>	Year I - Year III

Chart 8: Goal Three – Objective 2			
Assess the effectiveness of current incident reporting processes and accessibility of content.			
Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Conduct a Strengths, Opportunities, Aspirations, Results (SOAR) analysis and placement of content.	<ul style="list-style-type: none"> • SOAR Analysis • Questionnaire • Institutional Research data (portal reports) • End-of-Year Care and Concern Survey 	<p>Primary: Care Team and Chief Judicial Officer</p> <p>Secondary: Offices of Public Safety and Security, Institutional Research and Planning, DEI, PACDEI Goal Three Subcommittee</p>	Year I

Chart 9: Goal Three- Objective 3			
Ensure that all college community members feel safe and secure while they are on college campuses.			
Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Evaluate content language in all reporting forms and recommend updates as needed in reporting processes.	<ul style="list-style-type: none"> • Climate Survey • Care and Concern reporting form • Care Team portal page 	<p>Primary: Care Team and Chief Judicial Officer</p> <p>Secondary: Offices of Public Safety and Security, Institutional Research and Planning, DEI, Accessibility Services, PACDEI Goal Three Subcommittee</p>	Year I - Year III
Analyze report data.	<ul style="list-style-type: none"> • Maxient reporting tool 	<p>Primary: Care Team and Chief Judicial Officer</p> <p>Secondary: Offices of Public Safety and Security, Institutional Research and Planning, DEI, PACDEI Goal Three Subcommittee</p>	Year I - Year III
Incorporate a Care Team component at New Student Orientation.	<ul style="list-style-type: none"> • Observation 	<p>Primary: Care Team and Chief Judicial Officer</p> <p>Secondary: Offices of Public Safety and Security, Student Life and Leadership, Institutional Research and Planning, DEI, and Subcommittee for Goal Three</p>	Year I
Identify a process to easily access care and concern forms.	<ul style="list-style-type: none"> • Observation 	<p>Primary: PACDEI Goal Three Subcommittee</p> <p>Secondary: Care Team; Offices of Human Resources, Accessibility Services, Information Technology Services, and Public Safety and Security</p>	Year I



Goal 3 Rationale

The achievement of this overarching goal will be instrumental in creating an environment in which all community members feel safe and welcomed. The Climate Survey demonstrated areas in which some of the College's students and/or employees who experienced or witnessed reportable behavior did not complete a report. The student survey results indicated that 105 respondents experienced or witnessed a reportable incident. However, 80 respondents, or 76%, did not complete a report. For employees, 129 respondents experienced or witnessed reportable incidents, yet 85, or 66%, did not complete a report.

Survey results noted that many people did not follow the process of reporting incidents even when they understood that they had observed prohibited behavior. For improvement, the incident reporting processes must be widely known and promoted to members of the College community. Community members must trust the confidentiality of the reporting process.

Goal 3 Key Strategies

The first strategy under this overarching goal is to conduct ongoing awareness campaigns about the Student Code of Conduct, Title IX and sexual misconduct, and other prohibited behaviors. Also, training about the Student Code of Conduct, Title IX and sexual misconduct, and other issues related to incident reporting should be available every semester for students and employees. It is essential to train students and staff about the importance of bystanders, whose role in prevention is significant. The Goal Three Subcommittee, in close coordination with the Offices of DEI, Student Affairs, Human Resources, Public Safety and Security, and the Division of Academic Affairs, will be instrumental in coordinating and supporting the attainment of this goal.

Goal 3 Institutional Sustainability

Similar to Goal Two, the action items listed for Goal Three are process-based. After the processes are updated, the continuous collaboration of stakeholders will ensure that these processes continue to evolve and improve. Goal Three Subcommittee will collaborate with all stakeholders listed above to ensure that College community members understand the processes and feel comfortable reporting incidents. The new Office of DEI will support efforts to better explain the processes, share resources, and recommend changes.



GOAL #4 – Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.

Task Statement: *This subcommittee is tasked with reviewing the student experience inside and outside of the classroom; and recommending and making improvements to the student life cycle to promote diversity, equity, and inclusion. It will review the students’ experiences and suggest continuous improvement in ensuring success for every student.*

Chart 10: Goal Four – Objective 1 Promote equity-centered and inclusive classroom experiences.			
Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Create and implement workshops on the topics of improving inclusion in classroom teaching.	<ul style="list-style-type: none"> • Full-time and Adjunct Faculty feedback • Assessment of course observations • Student evaluations • Climate survey results 	<p>Primary: Center for Teaching, Learning, and Innovation</p> <p>Secondary: PACDEI Goal Four Subcommittee, Professional Association, Adjunct Faculty Federation, <i>Achieving the Dream</i>, All College Council; Office of DEI</p>	Year I - Year III
Hold workshops for faculty and students on DEI related topics.	<ul style="list-style-type: none"> • Program assessment surveys • Climate survey results 	<p>Primary: Center for Teaching, Learning, and Innovation</p> <p>Secondary: PACDEI Goal Four Subcommittee, Professional Association, Adjunct Faculty Federation, <i>Achieving the Dream</i>, All College Council, and Office of DEI</p>	Year I
Survey faculty for inclusive ideas and suggestions that can be implemented inside and outside of the classroom.	<ul style="list-style-type: none"> • Evaluation and assessment of survey responses 	<p>Primary: Center for Teaching, Learning, and Innovation</p> <p>Secondary: PACDEI Goal Four Subcommittee, Professional Association, Adjunct Faculty Federation, <i>Achieving the Dream</i>, All College Council; and Offices of DEI, Human Resources, Faculty and Staff Development, Institutional Research and Planning</p>	Year II

Chart 11: Goal Four – Objective 2

Establish student-led DEI activities and events.

Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Create permanent activities focused on student-led DEI-related themes.	<ul style="list-style-type: none"> • Questionnaires • Focus groups • Observation • Event attendance • Documented behavioral patterns 	<p>Primary: Student Life and Leadership</p> <p>Secondary: Office of DEI and PACDEI Goal Four Subcommittee</p>	Year II
Host student panels on DEI-related topics and issues.	<ul style="list-style-type: none"> • Questionnaires • Focus group observations • Event attendance • Documented behavioral patterns 	<p>Primary: Student Life and Leadership</p> <p>Secondary: Office of DEI and PACDEI Goal Four Subcommittee</p>	Year I
Increase student membership on PACDEI.	<ul style="list-style-type: none"> • Questionnaires • Focus groups • Observation 	<p>Primary: President’s Office and PACDEI</p> <p>Secondary: Offices of Cultural Affairs, Student Life and Leadership, PACDEI Goal Four Subcommittee, and Office of DEI</p>	Year I

Chart 12: Goal Four – Objective 3

Expand student access and relationships with community, corporate organizations, professional associations, and government entities.

Action Item	Instrument/ Measurement	Stakeholder	Time Frame
Host networking events.	<ul style="list-style-type: none"> • Questionnaires • Focus group observations • Event attendance • Documented behavioral patterns 	<p>Primary: PACDEI Goal One Subcommittee</p> <p>Secondary: HCCC Foundation; HCCC Alumni Association; Offices of Cultural Affairs, Student Life and Leadership, DEI, External Affairs, and Advancement and Communications</p>	Year I
Create additional and equitable internship and externship opportunities.	<ul style="list-style-type: none"> • Questionnaires • Focus group observations • Event attendance • Documented behavioral patterns 	<p>Primary: PACDEI Goal Four Subcommittee</p> <p>Secondary: HCCC Foundation, HCCC Alumni Association, Office of Career Services, and Division of Academic Affairs</p>	Year III
Promote dual enrollment opportunities and academic support for all marginalized and underrepresented groups.	<ul style="list-style-type: none"> • Questionnaires • Focus group observations • Event attendance • Documented behavioral patterns 	<p>Primary: Division of Student Affairs and Enrollment</p> <p>Secondary: PACDEI Goal Four Subcommittee; Division of Academic Affairs; Offices of Cultural Affairs, Student Life and Leadership, PACDEI Goal Four Subcommittee, HCCC Foundation, and HCCC Alumni Association</p>	Year III

Goal 4 Rationale

The Subcommittee for Goal Four, in close collaboration with the Office of DEI and the Divisions of Academic Affairs, and Student Affairs and Enrollment, will serve as a resource to provide support for underrepresented students inside and outside of classrooms. Multiple resources will be available for faculty to learn more about DEI best practices.

Goal 4 Key Strategies

The implementation of Goal Four will include training about best practices for faculty, which can be applied in the classroom for the benefit of students. For this approach, the faculty are the primary beneficiary, and students will experience the compounded benefits through their enhanced classroom experiences. The Office of Faculty and Staff Development, Center for Teaching, Learning, and Innovation, Office of Human Resources, and Office of DEI will coordinate and lead this training. Additional resources pertinent to DEI best practices will also be available for faculty. The second strategy will provide safe spaces and open dialogue opportunities for students to share and learn. Finally, the last strategy will celebrate and highlight those faculty and staff engaging in DEI best practices, which can inspire others.

Goal 4 Institutional Sustainability

This overarching goal targets the student experiences inside and outside of the classroom. The Subcommittee for Goal Four will lead and support this goal in collaboration with PACDEI, the Offices of DEI, Student Affairs, and the Division of Academic Affairs. This goal requires a collaborative approach to training programs that support faculty, promote engagement, and provide educational programs for students. Celebrations of outstanding DEI work consistent with best practices will be important. The collaborative nature of this goal, the embeddedness of PACDEI, and all the stakeholders associated explicitly with this goal, will promote its sustainability.



CONCLUDING REMARKS

This Diversity, Equity and Inclusion Action Plan commenced on July 1, 2021, and will conclude on June 30, 2024. The four overarching goals listed herein, together with their objectives and action items, provide a blueprint for advancing DEI efforts systematically. Goal One will provide the framework for processes and communication associated with PACDEI, DEI-focused training, and college and external community programs. Goal Two will allow the College to attract a larger pool of diverse candidates, improve the screening processes to promote fairness for all candidates, and provide internal candidates the opportunity to develop and grow. Goal Three will support the College in enhancing and promoting awareness pertinent to incident reporting for students and employees while safeguarding safety and confidentiality. Goal Four will elevate the student experience by supporting instructors, providing training and open discussion programs, and showcasing and celebrating best practices.

These outlined action items align with HCCC's commitment to continuously improve policies, procedures, practices, programs, services, and outcomes in support of a college culture that values, respects and celebrates diversity in all forms.



*“When we listen and celebrate
what is both common and different,
we become wiser, more inclusive,
and better as an organization.”*

— Pat Wadors

