



**Diversity, Equity and Inclusion**  
**Strategic Action Plan**  
**10.5.20**

## **EXECUTIVE SUMMARY**

### **Diversity, Equity, and Inclusion at Northampton Community College**

While our nation and world have recently embraced a renewed emphasis on diversity, equity and inclusion, and its importance to our global society, at Northampton Community College (NCC) it has been a key, integrated part of our institution for decades.

NCC is a college fiercely committed to addressing issues of diversity, equity, and inclusion. As a “college of the community,” we are uniquely positioned to do this work. It is not something we do on the side; it is core to our mission and values. Simply put, it is an educational imperative.

We are a college that aspires to provide an environment where all our students, faculty, and staff can be honored and celebrated for being authentically themselves with all the rich diversity that brings. Yet, we know we still have work to do.

We understand that we must not become complacent. Yes, we have made positive progress, but we must not rest on our laurels. We must honestly assess our strengths and weaknesses while committing to making progress in areas critical to our future that will enable our students to prosper in our ever-changing world. That is why we exist as a college. Our students’ success is at the forefront of all we do.

Creation of this strategic plan is an important focal point for moving ahead. It provides a road map for how we will structure our work in DEI and how we will measure our progress during the next several years and beyond. The goals contained here have been developed under the careful direction of the College’s Diversity Committee and President’s Cabinet, and reflect numerous discussions, conversations and modifications to ensure they address key areas essential to evolving our work around DEI into best practice.

NCC’s commitment to diversity, equity and inclusion extends across all areas of the college community and is not bounded by any single school, location or group. It must permeate every corner of the college.

We look forward to partnering with colleagues across the college to attain our overarching goal of creating a more inclusive, diverse and equitable community at NCC as we together continue to forge NCC’s reputation as a caring, welcoming college where students from all faiths, beliefs, backgrounds, ethnicities, abilities, orientations and nationalities thrive academically, and personally.

### **Members of the College Diversity, Equity and Inclusion Committee**

Donna Acerra, Professor-Communications Scott Blair, (former) Chief Diversity Officer Carolyn Bortz, Vice President, Academic Affairs Karen Britt, Professor-Business Nate Carpenter, Director, Global Education James Colón, Assistant Professor-Counseling, Teresa Donate, Professor-Counseling (retired) Aron Furman, Student Representative Ken Lastowka, Assistant Dir., Residence Life	Sonia Massie, Assistant Professor-Biology Josiah Mount, Asst. Professor, Mathematics Lorelei Perez-Ruffo, Asst. Professor-Counseling Erin Reilly, Professor-Sociology Precie Schroyer, Associate Dean-Monroe Campus Mel Sivells, Associate Professor-Education Gina Turner, Professor-Psychology Ginger Yavorski, Registrar
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## Goals and Strategies

### GOAL #1

**Improve the diversity, equity and inclusion climate for students, faculty & staff.**

Strategy 1	Measurement/Data	Accountability	Timeline
<p>Ensure that the campus commitment to diversity and inclusion is clear and transparent at the highest levels. Add specific language communicating the College commitment to diversity and inclusion in future revisions/updates to the College Mission Statement.</p>	<p>Update Vision, Mission, and Values statement to incorporate DEI.</p>	<p>Primary: Dave Ruth (strategic planning lead)</p> <p>Support: Institutional Effectiveness</p> <p>Marketing &amp; Communications</p> <p>Strategic Oversight Committee</p> <p>[Cabinet will review drafts – work completed by IE and SOC]</p>	<p>Start: 9.20</p> <p>End: 12.21</p>
Strategy #2	Measurement/Data	Accountability	Timeline
<p>Engage with existing college assessment instruments to identify areas of improvement and opportunity for collective institutional action.</p> <p>Establish an on-going diversity and inclusion climate assessment and launch within two years of creation of this initial plan.</p>	<p>Develop and conduct a climate survey.</p> <p>Create a dashboard that demonstrates progress around established metrics.</p>	<p>Primary: VP of DEI and Dave Ruth</p> <p>Support: Institutional Effectiveness Diversity Committee</p>	<p>Start: After (or in parallel) with the Mission, Vision, and Values review</p> <p>End: Administer Climate Survey Spring 2021 to establish baseline.</p>

Strategy #3	Measurement/Data	Accountability	Timeline
<p>Continue to assess each campus location for physical environment needs and visual representations with respect to diversity and inclusion.</p> <p>Address such items accordingly on a regular basis. Communicate the areas that were remedied to the college community.</p>	<p>Complete assessment, develop a remediation plan and communicate results to campus community.</p>	<p>Primary: Dr. Erickson Gina Turner Mark Culp</p> <p>Support: Diversity committee</p> <p>Marketing &amp; Communications</p>	<p>Start: 9.1.20</p> <p>End: Plan developed by 12.31.20</p>
Strategy #4	Measurement/Data	Accountability	Timeline
<p>Review and modify the academic curriculum and educational experience to create a more inclusive experience for students and educators.</p> <p>Include the creation of a diversity, equity and inclusion statement to appear in all course syllabi to communicate the institutional DEI commitment in the college academic experience.</p>	<p>Devise a DEI action plan for Academic Affairs</p> <p>Fully implement plan</p> <p>Identify and articulate to the campus community diversity metrics</p> <p>Statement to be included in course syllabi</p>	<p>Primary: Vice President of Academic Affairs Associate Vice President, Academic Affairs Dean of each school</p> <p>Support: Assistant Deans, Academic support departments, CTLTs, and faculty, OLET</p>	<p>Start: 8.1.20</p> <p>End: 5.31.23</p> <p>Course Syllabi End: Spring, 2021</p>

Strategy #5	Measurement/Data	Accountability	Timeline
<p>Develop a clear and visible process that allows college community members the ability to report anonymously any diversity related suggestions, concerns and recommendations for improvement including Title VI related discrimination concerns.</p>	<p>Create a policy and procedures manual based on best practices. Present policies and procedures to the NCC community annually.</p> <p>Explore Ombudsman model.</p>	<p>Primary: Interim Director, DEI</p> <p>Support: Janelle Howey and Student Affairs individuals working with complaints</p> <p>HR/Karen Angeny</p> <p>Current Title IX officers Dave Ruth, VP/COS</p>	<p>Start: In progress</p> <p>End: Spring 2021</p>

## GOAL # 2

### Increase and enhance underrepresented student recruitment and retention.

Strategy #1	Measurement/Data	Accountability	Timeline
<p>Expand early outreach initiatives with local school districts to increase awareness of collegiate opportunities and expand enrollment for all students with a focus on underrepresented students.</p> <p>Begin outreach efforts at the middle school level to allow students to plan for college prior to entering high school.</p>	<p>A. Important recruitment pieces translated into targeted language(s) in at least one format (i.e. online versus print)</p> <p>B. Model fully developed for outreach work in middle schools that can be scaled to all districts.</p> <p>C. Add two meaningful partnerships each year with community-based organizations that serve our area to perform outreach Northampton and Monroe county school districts.</p>	<p>Primary: Admissions/recruitment</p> <p>Support: Marketing &amp; communications</p> <p>Academic affairs/faculty</p> <p>Civic and Community Engagement</p> <p>Institutional Advancement</p>	<p>Start: Identify pieces for translation/production by 12.1.20.</p> <p>End: 6.30.21</p> <p>Start: 8.1.2021 End: 6.30.22</p> <p>Start: 2.1.21 End: Ongoing</p>
Strategy #2	Measurement/Data	Accountability	Timeline
<p>Create a college-wide student recruitment &amp; enrollment plan with a specific focus on expanding outreach to underrepresented student populations.</p> <p>- Create strategies that target enrolling students into historically underrepresented career fields (e.g., STEM for students of color).</p> <p>- Expand outreach to</p>	<p>A. Increase virtual recruitment events to target geographic areas expand reach to underrepresented groups by 10%; Assess participation annually.</p> <p>B. Increase donor base, scholarship dollars, and/or grants by 10% allowing more students from lower socioeconomic groups to attend NCC.</p> <p>C. Increase the inquiry to enrollment conversion rate for</p>	<p>Primary: VP Student Affairs / Dean, Enrollment</p> <p>Support: Marketing &amp; Communications</p> <p>College Connection Specialists</p> <p>Student Support Specialists</p>	<p>Start: In progress</p> <p>End: 6.30.21 to assess next steps</p> <p>Start: 7.1.20</p> <p>End: 12.31.21</p>

<p>diverse prospective students, taking into account languages to meet the needs of students/families.</p> <ul style="list-style-type: none"> <li>- Expand partnerships with school districts to recruit diverse students and diversify historically underrepresented academic programs.</li> <li>- Move beyond traditional school visits and college fair approaches. Include local community centers, online virtual engagements.</li> </ul>	<p>underrepresented students in the recruitment funnel by 8% to expand enrollment.</p> <p>D. Complete an assessment of College Connections Specialists to determine their role in attracting students from underrepresented groups and adjust staffing levels as appropriate.</p>	<p>IA/NCC Foundation</p> <p>Toni Fernandez</p> <p>Financial Aid</p> <p>Government Relations</p> <p>Proceeds from Monroe refinancing / Monroe sale</p>	<p>Start: 1.1.21</p> <p>End: 6.30.21 to assess next steps</p> <p>Start: In progress</p> <p>End: 6.31.21</p>
Strategy #3	Measurement/Data	Accountability	Timeline
<p>Create and enhance cultural support resources for underrepresented student populations. Review when these offerings are made available to students to meet needs of residential, online/remote and commuter-based populations.</p>	<p>A. Implement a student mentoring network for peer-to-peer support.</p> <p>B. Assess existing programs and their effectiveness to address key needs.</p> <p>C. Conduct a student affairs staffing utilization analysis to gain insight into staffing needs required to address new programs/office in this area.</p>	<p>Primary: VP, Student Affairs</p> <p>Support: Center for Community Engagement VP / CDO Belinda Austin, Monroe</p> <p>College Access: Research and Action College Allies Peer Mentoring Pilot Program (Perkins) NSF Cybersecurity Program</p>	<p>Start: In progress</p> <p>End: Fall, 2021</p> <p>Start: 1.1.21</p> <p>End: 6.30.21</p> <p>Start: 1.1.21</p> <p>End: 6.30.21</p>

**Goal #3: Increase and enhance underrepresented employee recruitment and retention.**

Strategy 1	Measurement/Data	Accountability	Timeline
<p>Strategy #1: Create and implement a college-wide hiring plan to recruit a more diverse and culturally competent workforce. The plan will include the following:</p> <ul style="list-style-type: none"> <li>• Require a diversity and equity in hiring overview be performed with every hiring committee before resumes are screened to address bias in the search process</li> <li>• Require a diversity statement for all open positions at the college.</li> <li>• Utilize relationships with local and regional colleges and universities and leverage alumni network for targeted recruitment.</li> <li>• Advertise deliberately in publications and/or on websites that will target diverse populations. When using a search firm to fill a position, utilize firms with demonstrated success in outreach to diverse candidates.</li> </ul>	<p>A. Chair of Search Committee confirms 100% of search committee has completed training through a system - based tracking system.</p> <p>B. 100% of all open full-time positions will have diversity statement as Tracked in Workday; Explore expansion to all part time / adjuncts</p> <p>C. 100% of full-time job searches will be posted in Handshake to achieve 20% of applicants from underrepresented populations.</p> <p>D. 100% of all postings on websites that target diverse populations. Conduct a review of other ways/methods to promote diversity in our pools, e.g. social tools LinkedIn.</p>	<p>Primary: HR/VP DEI</p> <p>Support: Hiring Committees</p> <p>Primary: Chair of Search Committee</p> <p>Primary: HR</p> <p>Support: Katrina Scheefer</p> <p>Primary: HR / DEI</p>	<p>Start: Manual tracking in progress; System based tracking to start 12.1.20</p> <p>End: Ongoing</p> <p>Completed</p> <p>Start: 10.1.20</p> <p>End: Ongoing</p> <p>Start: In Progress</p> <p>End: Ongoing</p>



<ul style="list-style-type: none"> <li>• Create and implement a college-wide affirmative action plan to address the need to diversify our College workforce.</li> </ul>	E. Affirmative Action Plan is complete & approved by the board.	Primary: Karen Angeny	Start: In Progress  End: 12.31.20
<b>Strategy #2</b>	<b>Measurement/Data</b>	<b>Accountability</b>	<b>Timeline</b>
Improve marketing of the Greater Lehigh Valley and/or the Poconos in job descriptions in order to appeal to recruits from outside the region. Partner with community organizations that assist in such recruitment efforts.	Include statement about living and working in the Greater Lehigh Valley/Poconos area and add the link to LVEDC to 100% of job postings	Primary: HR	Start: 11.1.20  End: Ongoing
<b>Strategy #3</b>	<b>Measurement/Data</b>	<b>Accountability</b>	<b>Timeline</b>
Require all new hires attend NCC 101 sessions including Diversity and Inclusion focused workshop. Ensure new hires are exposed to NCC diverse professional affinity groups (such as the Pan African Caucus, Hispanic Caucus, etc.) and similar support groups and eliminate barriers to encourage attendance by employees at all levels of the institution.	<p>A. 100% representation of professional affinity groups at NCC 101; no attendees state barriers are an issue in attending.</p> <p>B. Creation of a new NCC 201 program and have employees attend every 5 years.</p>	<p>Primary: HR</p> <p>Support: Department managers to allow people to attend affinity group mtgs.</p>	<p>Start: 10.1.20</p> <p>End: Ongoing</p> <p>Start: NCC 201 begins Fall, 2021</p> <p>End: Ongoing</p>

## Goal #4: Expand Faculty and Staff Diversity and Inclusion Professional Development

Strategy #1	Measurement/Data	Accountability	Timeline
Continue to provide ongoing diversity, equity and inclusion professional development, such as the Equity Certificate Series, to improve and expand competence within our employee population. Explore opportunities to address pedagogical approaches in the online teaching environment.	A. 20% of all NCC professional staff participate in Diversity, Equity and Inclusion Certificate Series.	Primary: VP DEI  Support: Interim Director, DEI  Ann Raines	Start: Fall 2021  End: 12.31.21
	B. Increase number of professional development sessions by 10% using both virtual and in person delivery modes.	Deans and Asst. Deans; Supervisors  CTLT Administrative support using recipients of Tier 1 and Tier 2: "train the trainer"	Start: 5.1.22  End: 5.1.23
	C. Reconvene USC Cohort 1 and investigate a possible USC 2 <sup>nd</sup> cohort.	USC cohort: follow up activities	Start: USC 1 11.1.20  Start: USC 2 explore in progress  End: 5.31.21
	D. CTLT: "Advanced" focused workshops such as teaching diverse students, infusing diversity in classroom, etc. - CTLT bring in practitioners		Start: In progress  End: 5.31.21
Strategy #2	Measurement/Data	Accountability	Timeline
Integrate DEI competencies and expectations in all positions and assess in end of year performance evaluations.	Within professional development, for administrative and staff groups, include individual DEI achievements.	Primary: HR  Support: Academic Deans and Asst. Deans	Start: In Progress  End: 11.31.20

	<p>Explore how to include DEI competencies in Performance Evaluations. Adjunct faculty evaluations every two years that include a diversity statement</p> <p>Develop Professional Development form for faculty to include their work in DEI as part of their annual review.</p>		<p>Start: In progress</p> <p>End: Implement by 8.15.21</p> <p>Start: In progress</p> <p>End: Implement by 1.1.21</p>
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**Goal #5: Enhance collaborations with diverse community organizations for programming and engagement**

Strategy #1	Measurement/Data	Accountability	Timeline
<p>Continue to expand intentional partnerships with community authorities, organizations, and support groups and move from transactional to collaborative engagements for students, faculty, staff and the community.</p>	<p>A. Create interactive data base of community partners and create rubric to assess meaningfulness of partnership.</p> <p>B. Expand number of partners engaged by minimum of 10%</p> <p>C. Create partnership committee with responsibility to monitor and support partnership development including policies and procedures.</p>	<p><b>Primary:</b> VP for DEI</p> <p><b>Support:</b> Center for Community and Civic Engagement Caucuses Diversity Committee Student Life Administrative staff CMED Division</p>	<p>Start: In progress</p> <p>End: Database &amp; rubric created by 1.31.21</p> <p>Start: In progress</p> <p>End: Achieve new partners expansion goal by 1.31.21.</p> <p>Start: In progress</p> <p>End: Establishment of committee by 5.31.21</p>
Strategy #2	Measurement/Data	Accountability	Timeline
<p>Create and enhance partnerships/sponsorships with diverse community organizations and support groups.</p> <p>Create pathways for local community members and organizations to engage with diverse themed programs/events held at the college.</p>	<p>Create an inventory of NCC DEI-themed events appropriate for community participation; Develop outreach plan for engaging community members with events to increase community participation in events by 10%.</p> <p>Explore creation of Advisory Committee to guide efforts.</p>	<p><b>Primary:</b> VP for DEI President VP / Chief of Staff VP Institutional Advancement VP CMED VP Monroe</p> <p><b>Support:</b> CCCE Caucuses Diversity Committee</p>	<p>Start: Coincides with VP DEI start date</p> <p>End: 12.31.21</p>

		Student Life Administrative staff NCC Foundation Marketing & Communications Student Life	
<b>Strategy #3</b>	<b>Measurement/Data</b>	<b>Accountability</b>	<b>Timeline</b>
Increase the diversity of college leadership including those serving on the Board of Trustees, President’s Cabinet and in senior leadership roles.	Assess current efforts and develop new strategies to increase diversity among the President’s Cabinet, senior leadership, and the Board of Trustees, aspiring to achieve 10-25% representation from diverse populations.  Develop pipeline programs (both faculty and administrator) to develop diverse leadership	Primary: President HR, VP Institutional Advancement  Support: VP for DEI	Start: Coincides with VP DEI start date  End: 12.31.21