

Institutional Priority 2021-22	Why is this a priority for your institution?	What needs to change and why?	Who needs to be involved in implementing the changes?	What resources are needed?	What outcomes can do you expect after implementing this change?
<p>1. Conduct process mapping to identify onboarding barriers that lead to equity disparities; offer professional development on navigating the onboarding process for new and current staff; fully utilize Navigate to guide students into and through their college journey.</p>	<p>Interviews with faculty, staff, and students conducted for planning purposes revealed two major themes: barriers in communication and barriers in process.</p> <p>SWCC will meet every student where they are and see their quest for higher education through an asset lens, providing them with a meaningful opportunity to succeed. SWCC will support every student with a diverse, culturally competent, and well-trained care network that will understand the students' specific assets, challenges, and needs, adopting a holistic approach to student support. This inclusive culture of care network will promote a growth mindset, recognize the significance of cultural difference, and include the student as an active partner in their own success.</p>	<p>Identifying and removing barriers will help with recruitment, persistence, and graduation.</p>	<p>The recruitment, advising, financial aid, and marketing teams.</p>	<p>Time and space to complete the work. Professional development regarding best practices.</p>	<p>Increases in retention and graduation rates. Improved scores on SENSE and CSSE outcomes related to onboarding.</p>
<p>2. Identify high-demand, high-cost programs with low enrollment of historically minoritized populations and develop strategies to promote program expansion and equitable enrollment representation.</p>	<p>Recent review of programs demonstrates that the majority of underrepresented minorities enroll in a handful of programs and some our most high demand programs, including many in the health care fields, have minority populations below our student populations.</p>	<p>We need to increase minority enrollments in the following programs: pre-engineering, practical nursing, occupational therapy assistant, network administration, education, mechatronics, and nursing. Experiencing economic insecurity.</p>	<p>This will be a joint effort between program faculty, academic administration, recruitment, our high school career coaches, financial aid, and the College Foundation.</p>	<p>Financial resources to incentivize enrollment and help cover non-tuition costs. Bridge programs to prepare students for high-stakes entrance exams. Research to help establish a multiple measures-based approach to admission into competitive programs.</p>	<p>All listed programs would show a percentage of minority students higher than the general population.</p>

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	<p>The high cost of Community college tuition nationally has widened the wealth gap, putting low-income students at greater risk of not attending and/or completing college. To ensure that college access remains an attainable goal for all, SWCC will strategically balance the financial challenges and needs of students – especially students of color and students</p>				
<p>3. Engage faculty discipline teams in an equity-driven review of curriculum content for cultural responsiveness and representation.</p>	<p>The business of the College is education, and our curriculum governs our educational outcomes. If we wish to prepare students who are ready to thrive in a diverse workplace, our curriculum must prepare them to do that.</p> <p>As students cope with a wide range of adverse factors, it is essential that all faculty are supported and engaged in high impact strategies that focus on and incorporate the individual needs of our students, and reflect research in the scholarship of teaching and learning. It is also essential that SWCC students can see themselves reflected in their faculty and curriculum. Thus, SWCC will support a diverse faculty in providing students with culturally</p>	<p>Frankly, we do not know. A review of curriculum content will help us identify potential changes and opportunities for additional training.</p>	<p>Faculty and deans will be at the forefront of this work. The Director of Diversity, Equity, and Inclusion will provide expertise and training for faculty teams.</p>	<p>The primary need will be training to ensure high quality and release time to incentivize participation.</p>	<p>Each program should be able to provide assessment data for the DEI plan.</p>

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	<p>responsive learning experiences informed by evidence-based, discipline-appropriate, high-impact practices.</p>				
<p>4. Diversity: Review hiring process to ensure candidates understand equity focus</p>	<p>The college wants all potential employees to understand our commitment to equity. This is a part of providing a realistic job preview to every candidate whether or not they are part of a traditionally underrepresented group.</p> <p>SWCC will develop and implement recruitment and retention strategies and practices that nurture and sustain individual growth. It is well researched and broadly known that diverse faculty and staff at institutions of higher education, will produce innovative, creative, and productive work spaces (McKinsey 2020). SWCC also understands that diversity is only part of the picture. We will create a positive climate in which people listen to each other’s perspectives, understand and respect cultural differences, and work together accomplish SWCC’s and VCCS’s DEI Strategic goals.</p>	<p>A review of the general college description included with each posting. Review and revise standard interview questions. Train the search committee members. Add post interview survey.</p>	<p>Human Resources, Director of Diversity, Equity, and Inclusion, President</p>	<p>Time. Possibly funding for outside training.</p>	<p>Revised college description for each job posting that communicates the equity focus. Ensure every interview includes at least one quality equity-focused question to not only gauge the candidate’s commitment to equity, and to communicate our equity focus. Search committee members who understand what information they are seeking when they ask equity focused questions. Establish a baseline for how well we communicate our equity focus using a post-interview survey.</p>

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<p>5. Diversity: Evaluate and improve faculty recruitment and retention efforts to ensure hiring reflects demographics of college community</p>	<p>We need to work towards our student body being able to see themselves represented in the classroom.</p> <p>SWCC will develop and implement recruitment and retention strategies and practices that nurture and sustain individual growth. It is well researched and broadly known that diverse faculty and staff at institutions of higher education, will produce innovative, creative, and productive work spaces (McKinsey 2020). SWCC also understands that diversity is only part of the picture. We will create a positive climate in which people listen to each other's perspectives, understand and respect cultural differences, and work together accomplish SWCC's and VCCS's DEI Strategic goals.</p>	<p>Increase the diversity of applicant pools. Continue training for search committee members. Train more search advocates. Review the interview process for hidden or explicit bias. Create a faculty retention plan. Consider offering moving expenses for new employees. Establish and employee resource group.</p>	<p>Human Resources, President, VP for Academics and Student Services, and Deans</p>	<p>Time</p>	<p>Instructional faculty that better reflects the demographics of the college community.</p>