MONTGOMERY COLLEGE DIVERSITY PLAN
Our College Roadmap for Ensuring and Sustaining Diversity and Inclusive Excellence

A MULTI-YEAR ACTION PLAN
Fiscal Years 2014 – 2020
Montgomery College Diversity and Inclusion Plan

In 2009, Montgomery College developed its first multi-year diversity action plan. The Plan has been successfully implemented for three academic years — 2010 through 2012. To strategically and actively pursue the next phase of the College’s diversity and inclusion work, a Diversity Plan Committee was established by the Office of Equity and Diversity to develop an updated College diversity plan. The Committee was comprised of representatives from a broad cross-section of the College’s faculty, staff, administrators, students, and Governance Council stakeholders. The Committee members were appointed by each Senior Vice President, each Governance Council, and each campus and Workforce Development and Continuing Education Vice President/Provost. Through engaging with members from the College’s internal communities, reviewing institutional documents and reports and analyzing data, the Committee developed this updated multi-year action plan.

As a best practice for implementing comprehensive diversity and inclusion work, the American Association for Colleges and Universities recommends an organizational learning approach because it “increases the likelihood that a campus will achieve and sustain institution-wide goals for diversity.” Consistent with this best practice, this Plan has a philosophical and operational context for sustainable organizational learning that is informed by evaluation and assessment. To be implemented for the fiscal years 2014 through 2020, the Plan identifies the College’s preferred future for diversity and inclusion in five key thematic areas: (a) Educational Excellence; (b) Access, Affordability and Success; (c) Economic

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1 As defined by Association of American Colleges and Universities, diversity is defined as “Individual differences (e.g., personality, learning styles, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin, and ability as well as cultural, political, religious, or other affiliations).

2 As defined by Association of American Colleges and Universities, inclusion is defined as, “The active, intentional, and ongoing engagement with diversity—in the curriculum, in the co-curriculum, and in communities (intellectual, social, cultural, geographical) with which individuals might connect—in ways that increase awareness, content knowledge, cognitive sophistication, and empathic understanding of the complex ways individuals interact within systems and institutions.

3 A Guide to Comprehensive Diversity Work identifies four areas to enhance and evaluate diversity efforts through organizational learning— (1) Envisioning diversity efforts in relation to institutional mission; (2) Developing both campus-wide goals for diversity and strategies that are linked to institutional mission; (3) Generating and implementing an action plan to goals and an evaluation plan to monitor progress; and (4) Establishing infrastructure to sustain organizational learning and meet evolving goals for diversity. For more information, Making a Real Difference With Diversity: A Guide to Institutional Change (Alama R. Clayton-Pedersen, Sharon Parker, Daryl Smith, Jose F. Moreno, and Daniel Hiroyuki Teraguchi. 2007).
Development; (d) Community Engagement; and (e) Assessment and Institutional Effectiveness. The five thematic areas align with and complement the Montgomery College 2020 strategic plan and demonstrate the College’s good faith and commitment to produce measurable results for expanding and sustaining institutional diversity and inclusion. Moreover, the Plan identifies an institutional preferred future that envisions diversity efforts in relation to the College mission; establishes college-wide strategies for diversity that are linked to the institutional mission; recommends evaluating the plan and monitoring progress as critical components of assessment and determining institutional effectiveness; and proposes establishing the infrastructure to sustain organizational learning and meet evolving goals for diversity.
Diversity Plan Preferred Future and Strategic Actions

To promote and sustain Montgomery College’s commitment to diversity and inclusion, the Diversity Plan identifies a preferred future in five thematic areas: (a) Educational Excellence; (b) Access, Affordability and Success; (c) Economic Development; (d) Community Engagement; and (e) Assessment and Institutional Effectiveness. The five thematic areas align with and complement the Montgomery College 2020 strategic plan. The plan proposes strategic actions and measures and outcomes to be implemented during fiscal years 2014 through 2020.

Summary of Diversity Preferred Future Thematic Areas

1. **Educational Excellence**: Montgomery College will be a national leader for quality and relevancy by providing educational and academic programs that develop the cultural competence and support the success of its diverse community students and employees.

2. **Access, Affordability, and Success**: Montgomery College will provide accessible and affordable educational opportunities for its diverse communities and ensure student success and completion.

3. **Economic Development**: Montgomery College will promote and support economic development by ensuring that rigorous and relevant regional, national and global workplace competencies are reflected in programs and curricula.

4. **Community Engagement**: Montgomery College will reflect and support the diversity in the communities we serve. The College will strategically foster community relationships, outreach, civic responsibility, and intercultural understanding to enrich the life of the community.

5. **Assessment and Institutional Effectiveness**: Montgomery College will strengthen and implement responsible equity and diversity policies, procedures and best practices, ongoing assessment and compliance that are aligned with the MC2020 strategic plan to ensure that Montgomery College is a regional destination employer for diverse employees, and its next generation of talent.
1. Preferred Future: Educational Excellence

Montgomery College will be a national leader for quality and relevancy by providing educational and academic programs that develop the cultural competence and support the success of its diverse community of students and employees.

Proposed Strategy 1:

Building on Montgomery College’s successful foundation of professional development programming for diversity and multiculturalism, further develop and expand a wide variety of activities, events, and professional development opportunities in relation to diversity and multiculturalism. These opportunities are designed to enhance and foster a culture of inclusiveness and deepen intercultural understanding in the college community.

Strategic Action Measures:

Require all new college employees as part of their performance evaluation to participate in one of the multicultural professional development activities offered by the College’s professional development entities (guidance on appropriate activities will be provided by the Office of Human Resources, Development and Engagement and Office of Equity and Diversity)

- Require each employee to have one performance goal annually that addresses the development and/or enhancement of cultural competency in relation to diversity and multiculturalism (guidance on appropriate activities will be provided by the Office of Human Resources, Development and Engagement and Office of Equity and Diversity)

- Design, develop, and deliver professional development opportunities for faculty and staff to increase cultural competence and foster best practices in:
  1. Teaching and learning in a multicultural environment
  2. Working in a multicultural environment
  3. Leading and managing in a multicultural environment

- Design, develop, and deliver College-wide events and activities for students and employees to increase cultural competence

- Maintain assessment data (e.g., track the number of activities provided, the number of individuals who participate, the number of faculty and/or staff who develop and deliver training or become certified)
• Assess and compare current programming with institutional data and best practices (e.g., identify current programming strengths and weaknesses)

• Develop action items and/or recommendations for strengthening programming

• Submit a report to the President annually documenting progress

**Proposed Strategy 2:**

Develop and implement a college-wide assessment plan for tracking the cultural and professional competence (e.g., content knowledge, teaching skills, and credentials) of faculty and staff in all professional development units (i.e., Center for Professional & Organizational Development, Center for Teaching and Learning, Distance Education and Learning Technologies) as related to diversity and multiculturalism, including participation by faculty in the professional training opportunities offered by the Global Humanities Institute.

**Strategic Action Measures:**

• Track the number of faculty and staff who successfully complete training, courses or certification programs such as the Tapestry Certificate Program

• Track the number of faculty and staff who participate in professional training opportunities offered by the Center for Professional & Organizational Development, Center for Teaching and Learning, Distance Education and Learning Technologies, and Global Humanities Institute

**Proposed Strategy 3:**

Expand College Web site with diversity and multicultural resources for faculty, staff, administrators and students that

• Provides a wide array of information (e.g., internal and external professional development offerings, suggested readings, reference materials, links, etc.)

• Is accessible (linked) from multiple College web pathways (e.g., websites, My MC tabs, etc.)

• Maintains current information

• Has a documented review and maintenance plan
● Increases digital access to learning materials created as a result of professional development training seminars and the Global Humanities Institute

**Strategic Action Measures:**

● Maintain assessment data (e.g., track the number of visitors to the Web site)

2. **Preferred Future: Access, Affordability, and Success**

Montgomery College will provide accessible and affordable educational opportunities for its diverse communities and ensure student success and completion.

**Proposed Strategy 1:**

Collaborate with schools, community agencies and parent groups to focus outreach efforts on helping diverse Montgomery County communities understand how students can attend college and access appropriate supportive resources, especially financial aid, particularly for underserved populations including, but not limited to, veterans, international-multicultural students, nontraditional-aged students, student-parent populations, first-generation, and communities that have limited numbers of residents attending college.

**Strategic Action Measures:**

● Number of financial aid events targeted to underserved populations

● Number of workshops provided to students on navigating the financial aid process and securing resources to manage personal finances

● Number of bilingual volunteers recruited for community-wide and on-campus events

● Number of bilingual financial aid materials and presentations that support the College’s outreach initiatives

● Number of outreach and on campus events targeted to diverse populations and to underserved communities that have limited numbers of residents attending college

● Number of partnerships with schools and agencies that serve culturally diverse populations
- Number of partnerships with agencies and companies that promote financial literacy and consumer education

- Number of bilingual and diverse staff and faculty employed across the College who have experience working with underserved populations and multi-lingual communities

**Proposed Strategy 2:**

Utilize and develop established partnerships with agencies serving immigrant, culturally diverse and underserved populations in order to create work-study assignments that provide culturally enriched experiences for the student body.

**Strategic Action Measures:**

- Number of community service Federal Work-Study jobs that currently serve the targeted population

- Number of agencies actively available for work-study assignments

**Proposed Strategy 3:**

Develop a student recruitment plan and protocol for outreach to multi-lingual communities, including multiple languages and American Sign Language, in order to more effectively and meaningfully reach students, parents, and community members in their primary language.

**Strategic Action Measures:**

- Number of Spanish language outreach materials and events for prospective students and their families, including brochures, postcards, presentations, posters and web-based materials

- Number of outreach materials and events available in multiple languages, including brochures, postcards, posters, web-based materials and advertisements in directories, newspapers and other print publications

- Develop a consistent protocol to provide families fluent in languages other than English the opportunity to acquire College information in the family’s primary language

- Identification and translation of relevant Montgomery College website pages for multi-lingual communities to be reflective of emerging demographic populations in Montgomery County
Number of callers to the Spanish speaking radio program, “Mi Escuela Es Su Escuela”

Number of bilingual and diverse outreach coordinators and student services staff employed across the College who have experience working with underserved populations and multi-lingual communities

Number of relevant marketing outreach mediums to emerging demographic populations in the county

**Proposed Strategy 4:**

Increase the number of MC Foundation scholarships for students who need financial assistance in order to promote increased access and diversity for Montgomery County communities that are underserved or have limited numbers of residents attending College.

**Strategic Action Measures:**

- Number of potential donors identified by the College Foundation who are open to providing unrestricted scholarships to students who need financial assistance
- Number of students awarded scholarships
- Number of scholarships offered

**Proposed Strategy 5:**

Provide support services and other educational opportunities that promote cultural competence and enhance the educational experiences of diverse students. Develop, implement, and secure resources to encourage meaningful student engagement opportunities and reduce the educational achievement gap for Hispanic/Latino and African American students, especially males. Support our diverse student population in completing their career and academic goals.

**Strategic Action Measures:**

- Number of students that utilize support services such as learning centers, libraries and tutoring services
- Number of student clubs and activities that celebrate diversity and promote meaningful interactions
- Number of opportunities for students to participate in global learning and leadership experiences including education abroad, alternative breaks, service learning and internships

- Number of students who participated in global learning and leadership experiences including education abroad, alternative breaks, service learning and internships

- Number of targeted program initiatives focused on reducing the educational achievement gap

- Number of Hispanic/Latino and African American students who complete degree, certificate or letter of recognition programs

- Number of Hispanic/Latino and African American male students who complete degree, certificate or letter of recognition programs

- Percentage of Hispanic/Latino and African American male students who receive a grade of C or better in credit courses

- Percentage of Hispanic/Latino and African American students who receive a grade of C or better in credit courses

- Number of career program graduates who obtained a position related to their curriculum

- Percentage of students who pass licensure or certification tests required to work in their career field (i.e., nursing, education, physical therapy, radiologic technology etc.)

**Proposed Strategy 6:**

Modify current College student information systems to capture data upon admission that will assist with retention of at-risk student populations

**Strategic Action Measures:**

- Number of data fields in forms and student data systems modified to capture identifiers, including first generation student, assessment scores, race, high school attended, sexual orientation /gender identity, and Pell grant status

- Number of ways that College staff and faculty can be alerted if an at-risk student is not performing well in class
- Number of outreach methods or programs targeted to at-risk populations and retention

- Number and frequency of at-risk reports sent to deans of student development containing new identifiers

- Percentage of current fall semester credit students identified as “at-risk” who were enrolled in the previous fall semester

**Proposed Strategy 7:**

Apply for grants available to minority-serving institutions

**Strategic Action Measures:**

- Increase the number of grant proposals
- Increase the number or grants awarded

**3. Preferred Future: Economic Development**

Montgomery College will promote and support economic development by ensuring that rigorous and relevant regional, national and global workplace competencies are reflected in programs and curricula.

**Proposed Strategy 1: (Business Training)**

Establish business and organizational partnerships between Workforce Development and Continuing Education to train company/organization employees and to foster economic development and grow the economic health of the County.

- Ensure cultural competency among faculty and staff in order to meet the needs of the diverse workforce of Montgomery County, and to enhance students’ competitiveness and marketability
- Train County small and minority business employees in key workplace skills and in multiple languages

**Strategic Action Measures:**

- Number of multicultural and multilingual staff and faculty supporting training of organizations and businesses
Number of organizations requesting employee training

Number of workplace skills training programs, seminars, workshops provided to small and minority businesses in other languages

Proposed Strategy 2: (Staff and Faculty Employment)

Implement diversity best practices to recruit, select, and employ multilingual/multicultural/multi-skilled employees and to enhance cultural competency that fulfill the businesses’ needs.

Strategic Action Measures:

- Number of multicultural and multilingual staff prior to and after the implementation of clear outreach efforts to hire a diverse workforce
- Number of advertisements placed in media that target diverse populations
- Communicate with colleges and universities that graduate a diverse student body
- Number of faculty and staff hired with specialized/dedicated skills to teach/train underserved populations and non-English speaking communities
- Continue with diversity training for all staff and extend it to faculty
- Develop a list of languages, other than English, spoken by staff and faculty
- Reflect, among faculty and staff, the skills and languages needed within the region’s workforce

Proposed Strategy 3: (Educating and Training Students)

Train/educate students to succeed in a diverse workplace by providing access to cultural competencies and world languages.

- Identify internship opportunities locally and abroad to help students function better in today’s global market.
- Place students in internships with local, national and international business/organizations
- Continue to provide study abroad
- Provide diversity and multicultural training to all students

**Strategic Action Measures:**

- Number of students placed at local, national and international internships
- Number of students studying abroad
- Number of students trained in diversity and multiculturalism

**Proposed Strategy 4: (Procurement and Community Support)**

Increase economic competitiveness of county-based companies by contracting with local companies as well as small and minority businesses

**Strategic Action Measures:**

- Number of contracts awarded to and goods purchased locally from small and minority-owned businesses
- Active support of local and diverse business through outreach and marketing

**4. Preferred Future: Community Engagement**

Montgomery College will reflect and support the diversity in the community we serve. The College will strategically foster community relationships, outreach, civic responsibility, and intercultural understanding to enrich the life of the community.

**Proposed Strategy 1:**

Establish a College office and a community roundtable/advisory committee focusing on outreach and engagement of the diverse county population.

**Strategic Action Measures:**

- Number of town hall meetings and community activities related to the diversity of the geographical section of a particular community.
- Population diversity reflected in the Community Engagement Roundtable/Advisory Committee.
- Number of community partnerships created to participate in issue- and group-based civic and community programs and service projects.

- Number of actionable advisory committee recommendations that are implemented by the College and/or its partners.

**Proposed Strategy 2:**

Expand multi-lingual accessibility of College outreach materials to promote the College’s efforts to create and sustain an open and welcoming environment.

**Strategic Action Measures:**

- Number of identified key website pages for which translation is available

- Number of marketing and outreach publications offered in additional languages

- Percentage of surveyed respondents indicating the materials/sites were helpful and welcoming

**Proposed Strategy 3:**

Host college-wide events to facilitate understanding among diverse populations and to bring the community to the College.

**Strategic Action Measures:**

- Number of events for which participation by a diverse population is a principal focus

- Number of events focusing on diverse or underserved populations, facilitated by College faculty

- Number of participants indicating (e.g., via survey or feedback tool) that the event did foster new or additional understanding or change in perception

- Number of family-centered activities drawing members of the community to the College

**Proposed Strategy 4:**

Establish community engagement centers through which underserved populations can be connected to College services
Strategic Action Measures:

- Number of individual service encounters provided through community engagement centers
- Quality of individual service encounters as determined through comment cards or surveys

5. Preferred Future: Assessment and Institutional Effectiveness

Montgomery College will strengthen and implement responsible equity and diversity policies, procedures and best practices, ongoing assessment and compliance that are aligned with the MC2020 strategic plan to ensure that Montgomery College is a regional destination employer for diverse employees, and its next generation of talent.

Proposed Strategy 1:

Conduct comprehensive review and inventory of existing academic and nonacademic diversity related and nondiscrimination College policies, procedures and best practices to ensure responsible equity and diversity stewardship, and to sustain faculty, staff and student diversity.

Strategic Action Measures:

- Number of diversity related and nondiscrimination policies, procedures and best practices updated or reviewed annually
- Frequency and modes of communication related to College diversity and nondiscrimination policies and procedures, including the College Affirmative Action Plan
- Accessibility and currency of College diversity and nondiscrimination policies and procedures, including the College Affirmative Action Plan
- Percentage of job announcements, advertisements and recruitment and promotional brochures that contain the College statement of commitment to diversity and nondiscrimination
- Number of College-wide briefings, notifications and updates provided on federal and state diversity, equal employment and education opportunity regulations protocols

**Proposed Strategy 2:**

Conduct comprehensive review and inventory of existing academic and nonacademic education programs and related professional development, with a focus on diversity best practices, and areas of compliance with federal, local, and state regulations.

**Strategic Action Measures:**

- Number (or percentage) of academic and non-academic education programs and professional development related programs and activities aligned with the College’s diversity policy, procedures and Plan

- Monitor compliance with approximately 30 federal, state and local laws, regulations, and Executive Orders addressing education and employee equity, and diversity

- Provide staff who have limited English proficiency with English language courses/training

**Proposed Strategy 3:**

Monitor, evaluate and assess goal achievement of the College Diversity Plan and as necessary update the Plan to support and sustain diversity goals and objectives

**Strategic Action Measures:**

- Level of integration between the College Diversity Plan and the College Strategic Plan

- Frequency of assessments and updates to the College Diversity Plan

- Frequency and accessibility of communication related to the Diversity Plan updates and goal achievements in each of the Plan's key areas as a Strategic Plan objective
Proposed Strategy 4:

Identify and implement diversity best practices to enhance the recruitment and selection processes to ensure a thoroughly diverse applicant pool and expand opportunities to recruit and retain a highly diverse faculty and staff workforce.

Strategic Action Measures:

- Increase participation in the number of job fairs participated in that target diverse or underserved populations.
- Increase number of advertisements placed in media that target diverse or underrepresented applicant pools populations, such as listservs, professional associations, internet recruiting sources, and various higher education publications.
- Increase number of partnerships with diverse communities, organizations and businesses.
- Increase diversity on College search and selection committees with at least one-third of its members representative of the College’s diversity.
- Increase number/percentage of job descriptions, titles, duties and experience and education requirements that are accurate and comply with legal requirements related to race, color, religion, sex, gender, age, disability, veteran status, national origin or any other characteristic protected by applicable law.
- Increase number of faculty and staff that are proficient in one of the top 5 languages represented in Montgomery County, and possess relevant work experience with underserved populations and non-English speaking communities.
- Ensure the College’s employment website, and recruitment publications feature diverse employees who reflect the College’s future diversified workforce goals.