

# Southwest Tennessee Community College

## Access and Diversity Strategic Plan 2011-2015

### Objective 1: Develop a Shared and Inclusive Understanding of Access and Diversity

Development and Implementation of the College’s access and diversity goals are vital to the integration of the institution’s Mission and Vision into the fabric of Southwest Tennessee Community College. An environment characterized by equal access and respect for all groups and individuals is pertinent to the success of the College and the members of its community. *Access and Diversity Objective (1) supports the Southwest Strategic Planning Goals (1,2,3 and 4).*

**Southwest Strategic Planning Goal 1: ACCESS** – Improve higher education opportunities for Tennesseans

**Southwest Strategic Planning Goal 2: STUDENT SUCCESS** – Increase the number of students receiving post-secondary awards

**Southwest Strategic Planning Goal 3: QUALITY** – Achieve excellence in the fulfillment of our institutional mission.

**Southwest Strategic Planning Goal 4: RESOURCEFULNESS AND EFFICIENCY** – Expand resources and optimize administrative, instructional operational efficiencies.

Obj	Action	Outcome	Responsible Party	2011	2013	2015
1.1	Develop a clear and consistent description of diversity objectives and initiatives.	Finalized Institutional Access and Diversity strategic Plan	Access and Diversity Officer	Review Document and alignment with institution strategic plan	Review Document and alignment with institution strategic plan	Review Document and alignment with institution strategic plan
1.1.1	Define reasonable and measurable goals of Access and Diversity within <u>academic divisions</u> using institutional data and strategic plan	Specific area goals and activities defined	Access and Diversity officer  Academic Affairs Deans	5 departments per semester	5 departments per semester	5 departments per semester
1.1.2	Define reasonable and measurable goals of Access and Diversity within <u>administrative areas</u> using institutional data and strategic plan	Specific area goals defined	Access and Diversity officer  Executive Directors	Create goals	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Review</li> <li>• Edit</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Review</li> <li>• Edit</li> </ul>
1.2	Establish Commission on Access and Diversity to review, assess and monitor College goals and ensure consistency	Biannual Commission meetings and reports	Access and Diversity	Solicit and train committee members	Active Committee	Active Committee
1.3	Communicate clear and consistent description of Access and Diversity goals and initiatives	Goals and Initiatives incorporated into institutional plans	Access and Diversity	Develop & implement Access & Diversity internal site	Maintenance of Access and Diversity Website	Maintenance of Access and Diversity Website
1.3.1	Incorporate diversity training efforts into academic and administrative meetings	Increase areas/divisions receiving training	Access and Diversity  Executive Directors  Deans	Planning and Training schedule	7 areas	7 areas
1.3.2	Distribute information on Access and Diversity goals and initiatives to the college, business and greater Memphis community	Website Brochures Articles and Interviews	Access and Diversity  Institutional Advancement	Website and Brochures complete	Review and Edit	Review and Edit

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### Objective 2: Creating a Healthy Campus Climate

Addressing campus climate is an essential component in a comprehensive plan for access and diversity. A college that strives for a healthy climate must articulate its commitment to and expectations for the academic community. Systemic acceptance and incorporation of access and diversity initiatives contributes to a dynamic learning community of shared vision and goals that nurtures the productivity and success of all members. *This Access and Diversity Objective (2) supports the Southwest Strategic Planning Goals (1, 2 and 3) and indirectly supports Goal #4.*

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Obj.	Action	Outcome	Responsible Party	2011	2013	2015
2.1	Conduct a Campus Climate Survey	Survey results: measure of academic community satisfaction	Access and Diversity  Institutional Research	Conduct and Evaluate Results of Climate Survey	Action to address recommendations for implementation	Conduct and Evaluate academic community satisfaction survey
2.2	Support Diversity awareness activities	Increase number of Diversity awareness activities	Access and Diversity	Implementation, Budget and Programming Analysis	Implementation, Budget and Programming Analysis	Implementation, Budget and Programming Analysis
2.2.1	Ensure program assistance for student organizations/activities/services that provide support for/of diverse groups (i.e. crossroads, Leadership Institute, Veterans Affairs, etc.)	# of students participating in student organizations and taking advantage of student services	Access and Diversity  Student Services	Program review and assistance	Program review and assistance	Program review and assistance
2.2.2	Ensure program assistance for academic activities that incorporate and provide diversity education (Academic Access and Diversity Plans, LIFE, Honors Academy, etc.)	Increase number and quality of diversity education activities	Program assistance requests fielded and assistance determined	Program assistance requests fielded and assistance determined	Program assistance requests fielded and assistance determined	Program assistance requests fielded and assistance determined
2.2.3	Ensure diversity as theme in traditional College events	College events in alignment with Access and Diversity plan and Institution Strategic Plan	Incorporation of Access and Diversity into College events	Incorporation of Access and Diversity into College events	Incorporation of Access and Diversity into College events	Incorporation of Access and Diversity into College events

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### Objective 3: Recruit and Retain a Diverse and Talented Workforce (Administrators, Faculty and Staff)

A talented and diverse workforce is the human resource requirement associated with successful and continuous quality of service. In an effort to recruit and retain this resource, Southwest is committed to the development of an internal talent pool with the skills to instruct, recruit, manage and mentor diverse populations. Southwest supports individual growth and college-wide progress by affording administration, faculty and staff the opportunity and resources to pursue professional development activities linked directly to and consistent with organizational goals. *Access and Diversity Objective (3) supports Southwest Strategic Planning Goals (1, 2, 3 and 4).*

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Obj.	Action	Outcome	Responsible Party	2011	2013	2015
3.1	Assist in Succession Planning Initiative for Southwest <u>Staff and Administration</u>	Organizational succession plan to identify and develop internal talent	Office of Access and Diversity  Human Resources and Affirmative Action	Phases 1, 2 and 3 Training Development of internal talent pool Recruiting from within (2011-2012)	Continuous Project management and implementation	Continuous Project Management and Implementation
3.2	Ensure program assistance for LIFE (Leadership Institute for Engagement with Students) Project. Faculty participate in professional development activities and mentoring while developing recruitment and retention projects serving underrepresented student populations	Recruitment and retention projects serving underrepresented student populations	Office of Access and Diversity  Center for Faculty Development	Monitor, mentoring and professional development (2011)  Monitor Project Implementation (2012)	New LIFE process begins	New LIFE process continues
3.2.1	Fund travel associated with LIFE project	Conference Attendance (2)	Office of Access and Diversity  Center for Faculty Development	Conference attendance (2011)	N/A	N/A
3.2.2	Fund LIFE Faculty Leader/Mentor	Coordination of Program 90% LIFE Project goal attainment	Office of Access and Diversity  Center for Faculty Development	Facilitate Professional Development (2011) Project Implementation (2012)	N/A	N/A

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3.2.3	Fund supplies for LIFE project implementation	5 programs up to \$2000	Office of Access and Diversity  Center for Faculty Development	Purchase of supplies necessary for project implementation	N/A	N/A
3.3	Monitor professional development funding among staff	Funding for individual staff professional development	Office of Access and Diversity  Human Resources and Affirmative Action	Individual professional development funding driven by professional development plan	Individual professional development funding driven by professional development plan	Individual professional development funding driven by professional development plan

### Objective 4: Recruit, Retain and Graduate a Diverse Student Body

Recruitment, retention and graduation of Southwest students will be ensured by sustaining high quality throughout the college and strategically communicating with all stakeholders. Emphasis is placed on a challenging curriculum, qualified faculty, holistic student services, intensive student advising and targeted mentoring in a challenging yet supportive environment. *Access and Diversity Objective (4) supports Southwest Strategic Planning Goals (1, 2, 3 and 4).*

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Obj.	Action	Outcome	Responsible Party	2011	2013	2015
4.1	Increase academic and student services unit participation in and quality of pre-college programs that increase underrepresented undergraduate applications and credit attainment	Memphis City, Shelby County and Private schools participating in recruitment activities	Access and Diversity  Special Academic Programs  Perkins IV  Gear Up	Facilitate recruitment activities	Facilitate recruitment activities	Facilitate recruitment activities
4.1.1	Increase academic and student services unit participation and quality of Dual Enrollment programs	Number of courses offered and credit hours completed through Dual Enrollment	Access and Diversity  Special Academic Programs  Perkins IV	Facilitate courses offered and credit hours completed through Dual Enrollment	Facilitate courses offered and credit hours completed through Dual Enrollment	Facilitate courses offered and credit hours completed through Dual Enrollment
4.1.2	Increase academic and student services unit participation and quality of Perkins IV dual enrollment and credit by assessment Pre-entry programs	Number of articulation agreements and credits earned through Perkins IV	Access and Diversity  Special Academic Programs  Perkins IV	Facilitate articulation agreements and credits earned through Perkins IV	20% increase of articulation agreements and credits earned through Perkins IV	20% increase of articulation agreements and credits earned through Perkins IV
4.1.2	Assist in academic and student services unit participation in Gear-Up grant	Number of Gear Up students that enroll	Access and Diversity	Assist with Gear Up academic	N/A	N/A

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	program	within one semester after high school graduation	Special Academic Programs Gear Up	year and summer program activities		
4.1.3	Increase and enhance Dual Enrollment and Perkins IV academic and student service unit participation through CISCO technology.	Number of courses offered on the high school campuses	Access and Diversity Special Academic Programs Perkins IV Information Technologies	Networking to Implement project (July 2011 – Dec. 2011)  Courses offered on the high school campuses through technology Jan 2012 – May 2012	Courses offered on the high school campuses through technology (August 2012 – May 2013) (August 2013 – May 2014)	Courses offered on the high school campuses through technology (August 2014-May 2015)
4.1.4	Facilitate course completion and retention in pre-college programs through a Retention Specialist	Student completion and retention	Access and Diversity Special Academic Programs Perkins IV	Establish Relationships and schedule weekly visits with Dual Enrollment and Perkins High Schools.  Visit each Southwest campus during summer school	Establish Relationships and schedule weekly visits with Dual Enrollment and Perkins High Schools.  Visit each Southwest campus during summer school	Establish Relationships and schedule weekly visits with Dual Enrollment and Perkins High Schools.  Visit each Southwest campus during summer school
4.1.5	Aggressive follow-up with pre -college program participants	Number of student campus /HS visits  Number of independent student follow ups	Access and Diversity Special Academic Programs Perkins IV Enrollment Management	Student campus/HS visits  Independent student follow ups	Student campus/HS visits  Independent student follow ups	Student campus/HS visits  Independent student follow ups
4.2	Support diversity-focused undergraduate recruitment by:					
4.2.1	Promoting majors to attract underrepresented students with follow up activities by admissions counselors/recruiters	Number of Career Days, campus visits and underrepresented students enrolled	Access and Diversity Enrollment Management Academic Affairs Perkins IV	Schedule Career Days and campus visits  Prepare degree and certificate outreach materials (July-Sept, 2011) (July-Sept, 2012)  Career Days, Campus Visits, Dissemination of degree and certificate outreach materials (Oct 2011-April 2012) (Oct 2012 –Dec	Schedule Career Days and campus visits  Prepare degree and certificate outreach materials (July-Sept 2012) (July-Sept, 2013)  Career Days, Campus Visits, Dissemination of degree and certificate outreach materials (Jan, 2013-April 2013) Oct 2013 - April 2014)	Schedule Career Days and campus visits  Prepare degree and certificate outreach materials (July-Sept 2014)  Career Days, Campus Visits, Dissemination of degree and certificate outreach materials (Oct 2014-April 2015)

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				2012)		
4.2.2	Ensure that Admissions Counselors/Recruiters have diversity training to assist with recruitment of targeted populations	Number of underrepresented students recruited and enrolled	Access and Diversity  Enrollment Management	Diversity Training Workshop determined by goals and objectives of Enrollment Management	Diversity Training Workshop determined by goals and objectives of Enrollment Management	Diversity Training Workshop determined by goals and objectives of Enrollment Management
4.2.3	Establish and fund an Alumni Recruiting Network (ARN) utilizing underrepresented High School graduates that currently attend Southwest who will go out with recruiters to speak to prospective students	Number of presentations and participants attending	Access and Diversity  Enrollment Management	a. Develop ARN marketing and implementation plan b. Pilot (#) for internal review and assessment	Implement ARN at (participating high schools)	Implement ARN at (# participating high schools)
4.3	Support CTE (Southwest gateway course) term to term retention rates of concentrators through Perkins IV, P.A.S.S. (Perkins Assisting Students' Success) Program	Number of students completing the gateway course and enrolling in the subsequent term	Access and Diversity  Special Academic Programs  Perkins IV	Gateway course chosen for support each semester determined by Perkins IV goals and institutional pass fail and retention rates	Gateway course chosen for support each semester determined by Perkins IV goals and institutional pass fail and retention rates	Gateway course chosen for support each semester determined by Perkins IV goals and institutional pass fail and retention rates
4.4	Support International Studies exchange programs (Southwest visit)					
4.5	Support SMART mentoring programs sponsored by the Office of Retention and Graduation	Number of Mentor/Mentee pairs participating in SMART	Access and Diversity  Office of Retention and Graduation	\$4,000 per fiscal Year	\$4,000 per fiscal year	\$4,000 per fiscal year
4.6	Support Project Succeed mentoring and academic intervention activities sponsored by the Office of Retention and Graduation	Number of Developmental Studies students participating in Project Succeed activities	Access and Diversity  Office of Retention and Graduation	\$4,000 per fiscal Year	\$4,000 per fiscal year	\$4,000 per fiscal year
4.7	Funding of Access and Diversity Retention proposal at the end of the LIFE program period (\$15,500)	To Be Determined	Access and Diversity  Commission on Access and Diversity  Proposal Lead	Proposal Application period	Evaluation of Proposals  Selection of Proposal to be implemented  Project start-up	Project Implementation
4.8	Manage and Monitor Access and Diversity Initiative Grant Programs	Individual grant outcomes	Access and Diversity  Enrollment Operations  Advising and Counseling  Institutional Research  Human Resources and Affirmative Action  Grants Office	Manage and monitor grant activities and outcomes	Manage and monitor grant activities and outcomes	Manage and monitor grant activities and outcomes

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4.9	The College will strengthen and promote scholarship opportunities for students from underrepresented groups	Number of Scholarship Awards	Access and Diversity Enrollment Management	Analysis of current scholarship program	N/A	N/A
4.9.1	Redefine current available Access and Diversity scholarship programs with clearly stated criteria that target underrepresented student access, retention and graduation	# of underrepresented students that enroll, are retained and graduate	Access and Diversity Enrollment Management	Redefine Access and Diversity Scholarship criteria using institutional data  Monitor dissemination of awards to targeted students	Edit Access and Diversity Scholarship criteria using institutional data  Monitor dissemination of awards to targeted students	Edit Access and Diversity Scholarship criteria using institutional data  Monitor dissemination of awards to targeted students
4.9.2	Assist Institutional Advancement in their efforts to solicit scholarship funds for access and diversity candidates.	Dollars solicited	Access and Diversity Institutional Advancement	Provide support to solicitation efforts	Provide support to solicitation efforts	Provide support to solicitation efforts