



2013-2017 Diversity Master Plan

Submitted by

**Members of the Diversity Council
(2012-2013)**

Submitted to

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I. INTRODUCTION

Since its inception in 1962, Onondaga Community College (OCC) has attracted students and employees from diverse cultures, ethnic groups, and socio-economic backgrounds—generally reflecting the demographics of the five-county region of Central New York (Onondaga, Cayuga, Oswego, Cortland and Madison) that makes up the College’s service region. As an open admission, open access institution of higher education, diversity is at the very center of the College’s identity and mission. Over the years, the local community has become increasingly multicultural and global; therefore, identifying and implementing new and more effective inclusive practices throughout campus operations will further advance the mission and vision of Onondaga Community College and serve the community.

At Onondaga, we are committed to the ongoing development of a campus environment that values and respects human dignity and differences. The College seeks to be an inclusive educational community that values differences and provides individuals with the opportunity to explore and discover their potential to advance the mission of the college and enhance overall institutional effectiveness. In support of the College’s strategic plan, *A Framework for Success-2011-2016 A Strategic Plan*¹, the Diversity Master Plan is data-driven. The purpose of the Diversity Master Plan is to provide a framework for fostering opportunities for students and employees to reach their fullest potential by identifying and removing barriers to success. The Master Plan will be used to manage the increasing complexity of student and employee diversity and inclusion, as well as serve as a roadmap to support a campus environment characterized by a healthy mix of individuals with diverse backgrounds, life experiences, approaches, skill-sets, and understandings. We believe that our commitment to inclusive practices is imperative to the success of all students and employees, and our success will be impacted by the actions we take now and in the future to be a more inclusive community.

The overall goal of the Master Plan is to enable Onondaga to publicly declare its commitment to diversity and inclusion. It also presents the principles, policies, and values that would guide the college to leverage diversity as an asset for institutional transformation throughout the entire organizational system of the college. Onondaga’s Diversity Master Plan specifically seeks to:

- Advance the vision of diversity and inclusiveness inherent in the College’s mission and vision
- Establish principles, policies, and best practices for advancing diversity and inclusion
- Remove barriers and create opportunities for access and success
- Foster an inclusive campus environment that respects the dignity of every person, seeks similarities, understands differences, and celebrates diversity of its students and employees
- Position the College regionally and nationally as an employer of choice, as a great place to work, and great people to work with

¹ See the college’s website www.sunyocc.edu for the Strategic Plan of the College

- Make the College's programs and services relevant to community needs
- Demand accountability for inclusive practices that promote student and employee success
- Cultivate a culture of assessment and continuous improvement of diversity and inclusion

A. What is Diversity?

The American Heritage Dictionary of the English Language defines diversity as: *the fact or quality of being diverse; difference. A point or respect in which things differ.*

Diversity is a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement. (The University of Tennessee Libraries' Diversity Committee – 2001, 2008)

Diversity is "...who we are. It is quantitative... it is determined by race, gender, and culture. On a more subtle level...class, sexual orientation, religion, ability and appearance" (National Association of Independent Schools website - NAIS)

Diversity and inclusion is a core value at Onondaga as is evidenced in the college's mission, vision and Principles of Community.

B. College's Mission and Vision

Onondaga Community College makes high quality educational programs and services accessible to our diverse citizenry, empowering individuals to **explore** and **discover** their inherent potential and to **transform** themselves to live, work and thrive in our global community.

Onondaga Community College will be recognized as a dynamic leader in higher education and as one of the nation's most innovative community colleges. Students will discover an inclusive and welcoming environment that supports achievement of highest potential. By nurturing lifelong learning, academic excellence, community engagement and service, global perspectives and open minds, Onondaga will serve a primary role in enriching and enhancing the quality of life for all who live and work in Central New York and beyond.

C. Principles of Community

Respecting the *dignity* and *diversity* of others is fundamental to the educational process, as well as the hallmark of citizen participation and interpersonal relationships. *Respect* knows no bounds whatever our differences in socioeconomic status, race, age, gender, sexual orientation, ability, ethnic heritage or religious conviction. **Therefore, I will respect the dignity and diversity of all people.**

Personal *integrity* is a highly held value to be consciously chosen by an individual both in the classroom and throughout the campus community. **Therefore, I will sincerely pursue knowledge with honesty.**

We are all in this life and community together. And each of us is 100% *responsible* for our own actions. **Therefore, I will learn to work as a member of the community as well as independently.**

We each affect one another; we are *interdependent*. We are role models for each other. What happens to one affects us all. A community characterized by *civility* and decency brings out the best in each of us. **Therefore, I am committed to act with the greatest compassion and deepest wisdom.**

Adopted by the Faculty
Approved by the Board of Trustees

D. Onondaga's Promise

At Onondaga, we are firmly committed to helping students to **explore** their interests, **discover** their talents, and **transform** their lives through education. The following guiding principles serve as the foundation for the fulfillment of our core promise.

- Design systems and spaces that encourage innovation and enhance effectiveness.
- Inspire a continuous quest for knowledge and understanding.
- Strive for curricular excellence, student engagement and high quality learning experiences.
- Create a culture of inquiry and evidence by engaging in research, applying research to problem-solving and decision-making.
- Own the mission, and fulfill Onondaga's promise to students and the community.
- Value, respect and optimize all college resources—human, fiscal, physical plant, and information and technology resources—to advance student success.
- Embrace the seventh-generation philosophy of environmental conservation and sustainability.
- Reach beyond the boundaries, take risks and continuously work to advance a culture of caring, trust, personal responsibility, diversity, integrity, transparency and teamwork.

II. DIVERSITY COUNCIL

In 2002-2004, the College engaged with Cornell University researchers as a pilot for a new way of measuring diversity, one that measures institutional effectiveness in *utilizing* diversity to achieve its mission and goals. In 2005, Dr. Debbie L. Sydow, President of Onondaga Community College, acted to establish a council to facilitate dialogue among key leaders of the college and local community around issues related to diversity and inclusion. In Fall of 2009, Dr. Sydow supported the continuation of the Diversity Council as an advisory body to the Chief Diversity Officer (CDO) position. This

was in response to recommendations received from the 2008-2009 Diversity Council and recommendations from Virtcom Consulting, a diversity consulting firm.

The CDO was charged with facilitating the new Diversity Council structure and meeting regularly with the president regarding progress toward achieving goals stipulated in the Diversity Master Plan. The purpose, vision, mission, charges, structure, and role of Onondaga Community College's Diversity Council are as follows:

A. Purpose

- To promote cross-cultural understanding, communication and cultural competence among employees and students.
- To gather, analyze and monitor relevant information and data concerning diversity at OCC and to set specific goals and objectives for achieving and enhancing diversity awareness and cross-cultural understanding, and to adjust those goals and objectives as needed.
- To recognize excellence in diversity education, awareness and promotion on campus.
- To facilitate timely communications, when necessary, about issues adversely affecting students, faculty, administrators and staff of color.

B. Vision and Mission

- **Vision:** The Diversity Council aspires to build and sustain a college community where the quality of education of all students and the work experience of its employees is enhanced and enriched by our diverse backgrounds and perspectives.
- **Mission:** In keeping with Onondaga Community College's mission and strategic goals relative to diversity, the Diversity Council will promote respect for the inherent dignity and worth of all College constituents in the learning and work environments and will seek to create a climate that values diversity, inclusiveness, acceptance, equity, and social justice, and is free from prejudice, discrimination and hate campus-wide.

C. Charges of the Council

The Diversity Council was charged to advise and make recommendations to the College President about ways to fulfill the College mission and improve college operations through greater inclusion of diverse perspectives. The Council focuses on 6 core objectives:

1. Improve recruitment, retention and graduation of students from diverse and/or underserved backgrounds
2. Improve the employee recruitment and orientation process to attract and retain a diverse workforce and leadership team that reflects the diversity of the College's service area

3. Improve campus culture relative to inclusion, tolerance, and respect for human dignity through diversity awareness programs and activities
4. Infuse multiculturalism, pluralism, and global awareness into the educational curriculum
5. Improve college-community connections through community outreach

D. Structure of the Council

- Diversity Council members will be broadly representative of the diversity that exists on the Onondaga Community College campus and will include at least one student representative.
- Diversity Council will be made up of 10-12 members.
- All members of Diversity Council will be required to complete diversity training (i.e. National Coalition Building Institute) and must be demonstrably committed to Onondaga's Principles of Community, the goals and objectives of Onondaga's Diversity Master Plan, and inclusion.

E. Role of the Members

Diversity Council members will:

- Regularly monitor progress relative to the Diversity Master Plan and offer input to the annual diversity report to the campus community to be prepared by the CDO.
- Deliberate and reach consensus as a "committee of the whole" on specific ideas or recommendations to present to the CDO for consideration.
- Actively promote a culture of inclusion, tolerance and respect for human dignity at Onondaga Community College.
- Engage in campus diversity awareness activities and encourage others (students, employees and community members) to participate in campus diversity awareness activities.
- Serve as a diversity "ambassador" for the College through community outreach.
- Serve as a liaison to other campus committees (as appropriate) in order to improve diversity awareness programming throughout the College.

F. Diversity Council Membership (2012-2013)

- Eunice D. Williams, **Chair of the Diversity Council**
Vice President for Curricular & Instructional Support Services/Diversity Services/Chief Diversity Officer
- Maria Filippi, **Secretary to the Diversity Council**
Program Associate for Diversity Services/Arts Across Campus
- Rob Edson
Athletics Director
- Dr. Crystal Etzel
Professor of Communications
- Christina Granato
Chair, Nursing Department
- Karen Harrison
Professor of Communications

- John Lyon
Co-Chair, Electrical Technology Department
- Pamela Martin-Louer, **Chair of the Diversity Council's Teaching & Learning Subcommittee**
Chair, General Studies Department
- Christine Mansfield
Student Representative, Human Services
- Michael O'Connor
Professor of English
- Annet O'Mara,
Professor of English
- Basu Pyakurel
Student Representative, Respiratory Care
- Seth Tucker
VP of College Affiliated Enterprises & Human Services
- Dr. David VanArsdale
Professor of Sociology
- David Wall, **Chair of the Diversity Council's Community & Outreach Subcommittee**
Director of Corporate and Public Partnership
- Melanie Woodward, **Chair of the Diversity Council's Access and Equity Subcommittee**
Human Resources Coordinator/Analyst
- Dr. Ednita Wright
Professor of Human Services
Teaching Center Coordinator
Program Coordinator of Alcohol/Substance Abuse Counseling

III. ONE VISION, ONE COMMUNITY, ONE DESTINY

The primary purpose of the 2013-2017 Diversity Master Plan is to set targeted goals and strategies to advance the goals outlined in the College's 2011-2016 Strategic Plan, *A Framework for Success*.

Student Success: *As an active partner in the revitalization of Central New York, Onondaga will invest its limited resources only in those programs and services that help students achieve their academic and career goals.*

College Readiness: *In partnership with K-12 school districts, Onondaga will increase the percentage of students who enter "college-ready" and improve the success rates of Onondaga students who enter under prepared by pre-engineering developmental education.*

Another purpose of the Plan is to identify actions/strategies to achieve the above-mentioned goals. Following are five essential goals, specific strategies, desired outcomes, and groups responsible for carrying out these actions, throughout 2013-2017. Each goal is viewed as being a high priority to achieving a more diverse and inclusive college campus.

A. ACCESS & EQUITY

Goal 1. Improve the enrollment and persistence of students (i.e., degree and certificate seekers) from diverse ethnic and/or underserved backgrounds.

Action Plan/Strategies

Student Recruitment

- Engage current students and/or alumni of diverse backgrounds to support recruitment events on and off campus.

Outcome: Maintain 35% capture of incoming students from multicultural backgrounds.

By 2017, increase completion rate (3 year graduation rates) of students from multicultural backgrounds will be the same or higher than students identified as White (the 2008 cohort's rate was 18%).

- At least three students from underrepresented backgrounds will support NYC recruitment activities in 2013-14;
- The College's annual open houses will include students from diverse backgrounds on a panel to share experiences with prospective students;
- The admission office will invite current students from the Syracuse City School District to engage in recruitment activities at local high schools;
- In collaboration with the Foundation, the admission office will gather names of Onondaga alumni from diverse backgrounds to support recruitment events that are planned with academic departments.

Responsible Group/Partners: Admission & Recruitment, Development, Student Activities

- Promote the Community Scholars Program to attract and retain promising students of underrepresented backgrounds.

Outcome: 50% of Community Scholars recipients will be students from multicultural

backgrounds. (Current benchmark: 45% of recipients in 2012-2013 were students from multicultural backgrounds as indicated by race/ethnic self-reported descriptors).

Responsible Group/Partners: Enrollment Management

Student Support

- Promote the Summer Success Academy to attract students and increase their college readiness.

Outcome: By 2017, at least 150 incoming Onondaga students in need of at least one developmental course will attend a summer success bridge program. (Current benchmark: Summer 2013 goal is 50.)

- The *Summer Success Academy* recruitment plan will include engaging current students who successfully completed the Summer Success Academy;
- The 2014 *Summer Success Academy* enrollment will meet the projected goal set in Fall, 2013;
- Target goal for 2013 is 50 students.

Responsible Group/Partners: Enrollment Management, Enrollment Development, Curricular & Instruction Support Services

- Assist in the development and expansion of a mentoring program for targeted student groups.

Outcome: The *Sankofa Mentoring Program* will be expanded.

Responsible Group/Partners: Diversity Services, Student Development, Center for Advising and First Year Students

- Conduct a targeted analysis to better understand success strategies for traditionally underrepresented populations.

Outcome: An analysis will be conducted.

Responsible Group/Partners: Diversity Services, Enrollment Management, Student Development, Institutional Planning, Assessment & Research

Goal 2. Improve employee recruitment and orientation procedures and practices to attract and retain a diverse workforce, including leadership team that reflects the diversity of the College's service area.

Action Plan/Strategies

Employee Recruitment and Applicant Tracking

- Establish a branding strategy that attracts a diverse workforce and is aligned with Onondaga's overall marketing/branding strategy.*
Outcome: The College branding strategy relative to employee recruitment reflects a diverse employee base and the placement strategy reflects media inclusive of a diverse audience.
Responsible Group/Partners: Human Resources, Educational Services, Diversity Council, Marketing & New Media
- Maintain an electronic applicant tracking system to use voluntary self-disclosed demographic data during the search process to inform the search committee of demographics of the applicant pool.*
Outcome: The Search Committee Chair will be notified subsequent to the initial resume review regarding candidate diversity composition.
Responsible Group/Partners: Human Resources
- Engage in active outreach with discipline specific professional organizations, graduate degree granting colleges/universities and student or professional organizations that serve traditionally underserved groups to increase diversity of applicant pool.
Outcome: Human Resources will, in concert with the Diversity Council, develop a list of organizations and colleges and outreach to each organization to determine opportunities to partner.
Responsible Group/Partners: Human Resources
- Increase the diversity of the applicant pool for faculty positions by reaching out to graduate degree granting colleges and universities to increase awareness of anticipated faculty openings.
Outcome: Human Resources will, in concert with the Diversity Council, develop a list of colleges and universities and will outreach to each to determine opportunities to partner. The percentage of diverse (self-reported) applicants will increase by 2% over the previous year.
Responsible Group/Partners: Human Resources, Educational Services
- Increase the diversity of the applicant pool for Management-Confidential and Professional Administrator positions by reaching out to graduate degree granting colleges and universities to increase awareness professional and management openings.
Outcome: Human Resources will, in concert with the Diversity Council, develop a list of colleges and universities and will outreach to each to determine opportunities to partner.
Responsible Group/Partners: Human Resources
- Foster and encourage participation in civil service examinations by diverse candidates.
Outcome: Human Resources will, in concert with the Diversity Council, explore a series of strategies to foster increased diverse participation.
Responsible Group: Human Resources
- Advertise openings through professional networking sites such as Linked-In.
Outcome: The College will expand upon its current presence on Linked In and utilize this social media property for employee recruitment.
Responsible Group/Partners: Human Resources, Marketing & New Media

- Post on local and national job boards. Use Applicant Tracking System to identify, and track the recruitment source for each applicant.
Outcome: This is already a selection for most searches. Human Resources will add this question to the Applicant Tracking System. HR cannot report demographic of applicants by recruitment source due to legal restrictions.
Responsible Group/Partners: Human Resources

Hiring Practices

- Develop and implement a uniform search committee make-up and consistent message and procedures for searches for each of the groups of employees on campus (i.e., Administrators, Faculty, Staff, and MC). Monitor to ensure each committee includes race/ethnic, gender and department diversity.*
Outcome: Search process guidelines, as approved by the President, will be posted on the College's human resources website and referenced during each search process.
Responsible Group/Partners: Human Resources & External Relations, College Affiliated Enterprises, Educational Services, Enrollment Management & Student Development, Institutional Planning, Assessment & Research, Diversity Council, and Marketing & New Media
- Create a database of high potential job candidates (e.g., those sent forward as finalists but not selected) who are interested in future positions. Implement a system that ascertains interest and involves ongoing outreach to invite application to open positions.
Outcome: High potential candidates, as identified with the College, will be reviewed with Hiring Manager and Search Committee Chairs at outset of interview process.
Responsible Group/Partners: Human Resources

Orientation/Onboarding/Professional Development

- Implement a welcome program separate from Orientation to reach out to new hires and include them in the campus community.
Outcome: Human Resources will continue to include Diversity Services and Diversity Council in the employee orientation program and will explore opportunities for further partnerships.
Responsible Group/Partners: Human Resources, Diversity Council
- Create ongoing professional development opportunities for employees.
Outcome: Human Resources will continue to work with the Teaching Center and Instructional Technology to further develop a robust professional development program for faculty and staff. Professional development opportunities will be identified and communicated to all employees.
Responsible Group/Partners: Human Resources/Teaching Center, Instructional Technology
- Advance and expand leadership training program to include a mentoring program for Administrators, Staff, and Management Confidential.
Outcome: Human Resources will survey employees within these classifications to determine interest and need for a formal mentoring program.
Responsible Group/Partners: Human Resources

B. TEACHING & LEARNING

Goal 3. Improve campus culture relative to inclusion, tolerance, and respect for human dignity through diversity awareness programs and activities.

Action Plan/Strategies

Campus Culture/Environment

- Develop and implement a mechanism for capturing information on all cultural programming and surveying participants' enhanced understanding and appreciation.
Outcome: A standardized survey will be developed and implemented.
Responsible Group/Partners: Diversity Services, Student Activities, Diversity Council

- Develop, provide and distribute standardized sign in sheets at campus events.
Outcome: A standardized sign-in sheet can be developed by Student Development and Diversity Services to collect and compile attendance and data at key events.
Responsible Group/Partners: Student Development and Diversity Services.
- Establish centralized calendar of student activities.
Outcome: The online calendar for activities for the student population will be maintained by Events Management and Marketing and New Media.
Responsible Group/Partners: Events Planning, Marketing & New Media
- Establish President's Diversity Speaker Series.
Outcome: President's Diversity Speaker Series will be implemented.
Responsible Group/Partners: Diversity Services, Diversity Council
- Expand celebrations of cultural/ethnic heritage and other events that recognize diversity of students and employees.
Outcome: Increased number of events that recognize the diverse student and employee populations will be planned and implemented. (Current benchmark: For 2012-2013 N=67.)
Responsible Group/Partners: Diversity Services, Student Activities, Human Resources
- Recognize and reward "best practices" of diversity and inclusion among students, faculty, administration, staff, and departments across the campus (e.g. Board of Trustees, Ann Felton Multicultural Leadership Award).
Outcome: Increased number of employees being recognized for their diversity efforts both on and off campus. (Current benchmark: For 2012-2013 N=11.)
Responsible Group/Partners: Diversity Services
- Increase faculty, staff, and student participation in the Arts Across Campus (AAC) series.
Outcome: Increased number of non-Fine Arts faculty participating in AAC events. (Current benchmark: For 2012-2013 N=40.)
Responsible Group/Partners: Arts Across Campus, Faculty
- Utilize e-learning for diversity training, in addition to exiting face-to-face trainings*
Outcome: Human Resources will explore options for online diversity training and will evaluate the offerings as part of diversity training programming that is currently offered.
Responsible Group/Partners: Human Resources

Interactions Across Cultures

- Establish a tracking system that compiles diversity related complaints across campus.
Outcome: Conduct a gap analysis for purpose of identifying opportunities for enhancing programming.
Responsible Group/Partners: Chief Diversity Officer and Diversity Council Subcommittee.
- Continue to provide employee and student diversity training and education.
Outcome: Participation in employee diversity training will be reviewed annually and appropriate steps taken to address any deficiencies.
Responsible Group/Partners: Human Resources, Diversity Services, Teaching Center, Student Activities, Residential Life
- Develop and implement a "Civility Plan" for the college, based on best practices which include a mechanism for addressing campus civility with all members of the campus community.
Outcome: Implementation of a Civility Plan.
Responsible Group/Partners: Diversity Council

- Periodically conduct employee engagement surveys.*
Outcome: Explore best practices and opportunities to conduct surveys in collaboration with Institutional, Planning, and Assessment & Research.
Responsible Group/Partners: Human Resources, Diversity Council

Goal 4. Infuse multiculturalism, pluralism, and global awareness into the educational curriculum.

Action Plan/Strategies

Diversity in Curriculum

- Establish and offer diversity in curriculum training to all new faculty during their first academic year.
Outcome: All new faculty will attend a workshop on infusing diversity in the curriculum during their first academic year.
Responsible Group/Partners: Educational Services, Teaching Center, Diversity Services
- Re-establish the Curriculum Transformation Institute (faculty development program) which includes diversity in curriculum training component.
Outcome: The Curriculum Transformation Institute will be re-established.
Responsible Group/Partners: Educational Services, Teaching Center, Diversity Services
- Implement a Visiting Diversity Scholar Program.
Outcome: The Visiting Diversity Scholar Program will be implemented.
Responsible Group/Partners: Educational Services, Diversity Council

International Experiences

- Establish and strengthen partnerships with overseas colleges and universities.
Outcome: Partnerships with two overseas colleges/universities will be established.
Responsible Group/Partners: Educational Services
- Establish a Global Ambassador Program (international students in the classroom and community).
Outcome: The Global Ambassador Program will be established.
Responsible Group/Partners: Educational Services
- Encourage faculty exchanges/study abroad.
Outcome: Opportunities for faculty exchanges/study abroad are widely shared.
Responsible Group/Partners: Educational Services
- Working in conjunction with the OCC Foundation, secure scholarships for students to participate in education abroad activities and programs.
Outcome: Interested eligible students will be financially supported.
Responsible Group/Partners: Educational Services, OCC Foundation

C. COMMUNITY OUTREACH

Goal 5. Strengthen college-community connections.

Action Plan/Strategies

Student Engagement

- Identify and encourage Student Engagement with internships.
Outcome: Listing of all internships will be maintained in the CAL center.
Responsible Group/Partners: Faculty, Business Workforce Development, Career & Applied Learning Center

- Identify and encourage Student Engagement in Community Service.
Outcome: Listing of all student engagement opportunities will be maintained in the CAL center.
Responsible Group/Partners: Faculty, Service Learning, Career & Applied Learning Center, Student Activities
- Monitor and Recognize Student Engagement with internships and community service.
Outcome: Student engagement will continue to be documented on extra-curricular transcript.
Responsible Group/Partners: Faculty, Service Learning, Career & Applied Learning Center, Student Activities, Curricular & Instructional Support Services/Diversity Services

Employee Engagement

- Identify and encourage employee engagement in Community Service.
Outcome: Listing of all employee engagement opportunities will be maintained in Human Resources.
Responsible Group/Partners: Faculty, Diversity Services, Diversity Council, Student Activities
- Monitor and Recognize Employee Engagement in community service, both on and off campus.
Outcome: Collect voluntary responses from employees relative to their engagement in community service. Recognize service in College publications, online and with annual ABCD Award, Service to Campus and Community.
Responsible Group/Partners: Human Resources & External Relations, Diversity Services

Development of Partnerships

- Identify organizations with the mission to promote diversity and inclusion and partner on diversity initiatives, programs, events, etc.
Outcome: Listing of organizations with the mission to promote diversity will be established and maintained.
Responsible Group/Partners: Diversity Services, Diversity Council
- Identify offices and departments to collaborate on diversity initiatives.
Outcome: Listing of offices to collaborate on diversity initiatives will be established and maintained.
Responsible Group/Partners: Diversity Services, Diversity Council

*Denotes recommended by VIRTCOM CONSULTING.

REFERENCES

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