



Equity Diversity & Inclusion  
Action Plan  
2020-2022

## EXECUTIVE SUMMARY

Niagara County Community College's Equity, Diversity & Inclusion (EDI) Committee developed this Strategic Action Plan to provide our college a compass for EDI efforts for the academic years of 2020-2022. This plan builds off of the college's previous Diversity & Inclusion Strategic Plan implemented in 2016 which established the following guiding principles:

- Niagara County Community College is committed to practices and policies that assure decisions are made without regard to age, color of skin, disability, creed, citizenship, gender expression, gender identity or perceived gender, marital status, race, national origin, ethnicity, religion, political or social affiliation, sex, sexual orientation, veterans status, military status, status as a victim of domestic violence, genetic information, and all other protected groups and classes under Federal and State Laws and Executive Orders.
- Commitment to consistently improving opportunities for all people, by supporting social justice and civility in developing curricula, programs, services, policies, and procedures.
- Leadership that fosters trust and provides transparency in processes for all members of the College.
- Ongoing evaluation of recruitment and outreach practices to sustain diversity in employee and student populations and in external constituent relationships.

These principles still guide our institution's EDI efforts, however, in light of recent events experienced in this country, this plan refocuses the EDI initiatives of the College toward remedying inequality among our students and addressing racism by changing the culture of our institution to be one that is anti-racist at its root, and inclusive in its norms.

In total, this plan consists of three objectives, six goals, and 26 strategic actions to implement over the next two years. The committee deliberately limited the number of objectives and goals of the plan to ensure that the institution is clear and concise in these initiatives, devotes proper resources to ensure they are completed, and is both realistic and ambitious in the implementation of this two-year plan. This Strategic Action plan is a living document that will evolve into deeper reflections and meaningful conversations among our campus community members. Each of these objectives, goals and actions are focused on supporting overall student success and establishing an inclusive campus environment for all of our students, faculty and staff.

The members of the committee who played a vital role in developing this plan were the following:

Angela Jackson	Catherine Brown	Christopher Herbeck	John Strong	Harsh Sharma
Jonathan Bellomo	Julia Pitman	Kareen Klettke	Karen Kwandrans	Monica Lopoyda
Pamela Lange	Rhonda Bivins-Talley	Suzanne Buffamanti	William Brinson	Gail Tylec
Dr. Deborah J. Robinson		Erika Grande		

This Strategic Action Plan has the full support of our President Dr. William J. Murabito as well as the members of Niagara County Community College's Executive Council which is imperative in order for this plan to be successful. The members of NCCC's Executive Council are the following:

William J. Murabito – President	Barbara DeSimone – Director of Public Relations
Lydia Ulatowski – Interim Vice President of Academic Affairs	Wayne Lynch – Vice President of Administration
Julia Pitman – Vice President for Student Services	Deborah Brewer - Director of College Foundation
Robert McKeown – Asst. VP of Enrollment Mgt.	Catherine Brown – Asst. VP of Human Resources
John Eichner – Director of Business Services and Executive Director of College Association	
Dennis Michaels – Asst. VP of Institutional Technology	

## **STRATEGIC PLAN OBJECTIVES & GOALS**

### **OBJECTIVE 1: Access, Equity and Opportunity for all students across campus**

- **Goal #1:** Offer increased support for historically underserved students to achieve levels of academic success.
- **Goal #2:** Expand professional development opportunities among faculty to create awareness, skills, and capacity regarding equity and inclusion.

### **OBJECTIVE 2: Develop curriculum that reflects and promotes EDI concepts on an academic level**

- **Goal #1:** Strengthen student intercultural competencies through curricular and co-curricular learning opportunities.
- **Goal #2:** Assist academic divisions to incorporate equity, diversity and inclusion practices into their classrooms by providing strategies, resources, and education that perpetuate a unifying and anti-racist agenda.

### **OBJECTIVE 3: Provide an inclusive and anti-racist environment for our campus community**

- **Goal #1:** Improve the sense of belonging, visibility, personal safety and our commitment to creating an inclusive campus community for all students and employees.
- **Goal #2:** Strategically recruit, retain, develop, and advance underrepresented faculty, staff, and administrators to increase overall diversity aligned with New York State demographics.

Niagara County Community College's students and employees represent individuals of every race, creed, color, national origin, sexual orientation, gender identity or expression, military status, sex, marital status, and disability. In order for the above objectives and goals to be reached, each member of our campus community must collaborate to do the necessary, and sometimes difficult work that is required. We understand that this is only a few of the many important steps our community needs to execute in creating the inclusive community that we are striving to achieve, and so we will continually review and assess our progress and articulate new ideas along the way.

# STRATEGIC ACTION PLAN

## Objective 1.1

### Access, Equity and Opportunity for all students across campus

**Goal #1:** Offer increased support for historically underserved students to achieve levels of academic success.

Strategic Actions	Responsible Party	Budget (if applicable)	Anticipated Completion
<b>1.1.1</b> To achieve equitable access for distance learning students, engage SUNY for laptops and personal hotspots for students who are in need of access to technology and/or Wi-Fi internet.	VP for Student Services, Chief Information Officer Coordinator of Institutional Research		Maintained throughout the entirety of the Strategic Plan
<b>1.1.2</b> Allow students to utilize Financial Aid to acquire additional technology for student accessibility.	VP for Student Services, Director of Financial Aid		Maintained throughout the entirety of the Strategic Plan
<b>1.1.3</b> Expand food bank donations to students above Federal poverty guidelines.	VP for Student Services	\$	Spring 2021
<b>1.1.4 (a)</b> Provide Scholarships to increase access and opportunity for underrepresented student populations, as well as increase the visibility and marketing of current scholarship opportunities to students. <b>(b)</b> Re-establish Smart Start scholarships, enhance the funds currently in place for students who are single parents and provide a broader range of scholarships to students in need.	Director of College Foundation		Fall 2021
<b>1.1.5</b> Revamp the First Year Experience (FYE) program to include faculty members of color and	VP for Student Services		Spring 2021

anti-racism cohort trainers; create student mentors via peers as well as faculty. This will aid first year, first generation students to navigate the College who may otherwise experience institutional barriers to education.			
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## STRATEGIC ACTION PLAN

### Objective 1.2

#### Access, Equity and Opportunity for all students across campus

**Goal #2:** Expand professional development opportunities among faculty to create awareness and increase their knowledge, skills, and capacity regarding equity and inclusion.

Strategic Actions	Responsible Party	Budget (if applicable)	Anticipated Completion
<b>1.2.1</b> Anti-Racism Instructional Focus Groups. Members of the Diversity Committee will facilitate small focus cohorts that will allow for difficult but necessary conversations about race and racism to educate, enlighten, and create awareness of the concept anti-racism. The Facilitators of each focus group with conduct follow up meetings with cohorts throughout the academic year to continue the dialogue and to evaluate progress toward objectives.	Diversity Committee	N/A	Spring 2021
<b>1.2.2</b> Increase faculty participation by 20% in professional development opportunities that are focused on advancing	Diversity Committee Chief Diversity Officer	\$5,000	Ongoing throughout the Strategic Plan

<p>equity, diversity and inclusion. The committee will identify EDI professional development opportunities that will increase faculty attendance. We will aggressively advertise PD opportunities to faculty members and engage in other outreach activities to encourage participation. The committee will develop and administer professional development opportunities in-house or contract with EDI professionals when necessary.</p>			
<p><b>1.2.3</b> Create a dedicated space on NCCC’s website that will inform the College community regarding all initiatives and programming focused on EDI.</p>	<p>Diversity Committee Director of Public Relations Chief Diversity Officer</p>	<p>N/A</p>	<p>Fall 2020</p>



**STRATEGIC ACTION PLAN**

**Objective 2.1**  
**Develop curriculum that reflects and promotes EDI concepts on an educational level**

**Goal #1:** Strengthen student intercultural competencies through curricular and co-curricular learning opportunities.

<b>Strategic Actions</b>	<b>Responsible Party</b>	<b>Budget (if applicable)</b>	<b>Anticipated Completion</b>
<b>2.1.1</b> Create and establish an Experience in the Liberal Arts (ELA) course focusing on EDI concepts.	AVP of Academic Affairs	\$750	Fall 2020
<b>2.1.2</b> Create and establish an Honors Colloquium course related to EDI in which different Faculty would instruct each class. Allow for all students to be eligible to enroll in this course.	AVP of Academic Affairs		Spring 2021
<b>2.1.3</b> Offer a course titled “Understanding Diversity”; and other credit bearing culturally diverse courses.	Harsh Sharma AVP of Academic Affairs Chief Diversity Officer		Spring 2021
<b>2.1.4 (a)</b> Identify, develop, and implement Gen Ed. diversity courses to NCCC’s course offerings that would be transferrable to SUNY 4-year institutions. <b>(b)</b> Research diversity courses offered at other local institutions to replicate at NCCC. Explore opportunities to hire adjunct professors to teach relevant and new courses to increase student understanding of EDI concepts.	Diversity Committee AVP of Academic Affairs Faculty Senate		Fall 2022

## **STRATEGIC ACTION PLAN**

### **Objective 2.2**

**Develop curriculum that reflects and promotes EDI concepts on an educational level**



**Goal #2:** Assist academic divisions in incorporating equity, diversity and inclusion practices into their classrooms by providing them with strategies, resources and education.

Strategic Actions	Responsible Party	Budget (if applicable)	Anticipated Completion
2.2.1 Provide EDI concepts, tools, materials, and training opportunities for Faculty to incorporate into instruction to explore and discuss during classes.	Diversity Committee Faculty Senate Chief Diversity Officer		Fall 2021



## STRATEGIC ACTION PLAN

### Objective 3.1

**Provide an inclusive and anti-racist environment for our campus community**



**Goal #1:** Improve the sense of belonging, visibility, personal safety and our commitment to creating an inclusive campus community for all students and employees.

Strategic Actions	Responsible Party	Budget (if applicable)	Anticipated Completion
<p><b>3.1.1</b> Modify the Mission, Vision and Core Value statements of the Niagara County Community College to reflect a new directive toward anti-racist ideals.</p>	<p>Diversity Committee Chief Diversity Officer President</p>	<p>N/A</p>	<p>September 2020</p>
<p><b>3.1.2</b> Create the position of a Chief Diversity Officer at NCCC to lead the institution in EDI initiatives.</p>	<p>President</p>	<p>\$</p>	<p>September 2020</p>
<p><b>3.1.3</b> Train NCCC's Public Safety Officers to connect with students to develop greater understanding, trust, and mutual respect between officers and students via the Peaceful Guardians Project, or similar program.</p>	<p>Diversity Committee</p>		<p>Spring 2020</p>
<p><b>3.1.4</b> Require all members of NCCC's Executive Council to participate in the Greater Buffalo Racial Equity Impact Analysis Training to educate them on issues of race, our region's current racial inequities resulting from policy, and to help them practice choices to enact meaningful change.</p>	<p>President</p>	<p>\$2,000</p>	<p>Fall 2021</p>
<p><b>3.1.5 (a)</b> Conduct a campus wide EDI climate survey. <b>(b)</b> create focus groups consisting of Administrators, Faculty, Staff and students to determine EDI concerns at the campus to gain a better of understanding of</p>	<p>Diversity Committee Coordinator of Institutional Research</p>		<p>Spring 2021</p>

where to focus our efforts to improve the college moving forward.			
<b>3.1.6</b> Review current NCCC policies and collective bargaining agreements to identify policies that may have a disparate impact on underrepresented minorities as well as other disadvantaged groups, and determine opportunities to increase diversity through policy changes.	Diversity Committee Chief Diversity Officer Asst. VP of Human Resources	N/A	Spring 2021
<b>3.1.7</b> Highlight BIPOC alumni from NCCC to include them annually in NCCC's Alumni Highlight series	Diversity Committee Director of Public Relations Director of College Association	N/A	Fall 2022
<b>3.1.8</b> Evolve the brown bag lunch series into a Diversity Dialogue series by expanding our attendees to include students and community members. In addition to TED Talk and YouTube videos, events will include article or book reviews and guest speakers. Current world events will be discussed as they unfold so that members will have a place to have these conversations in real time and discuss how to respond as a campus community.	Diversity Committee Chief Diversity Officer	\$1,500	Ongoing throughout the Strategic Plan
<b>3.1.9</b> Recruit at least two students and one community member to be part of the EDI Committee.	Diversity Committee	N/A	Fall 2020

## STRATEGIC ACTION PLAN

### Objective 3.2

## Provide an inclusive and anti-racist environment for our campus community

**Goal #2:** Strategically recruit, retain, develop and advance underrepresented faculty, staff and administrators to increase overall diversity aligned with New York State demographics.

Strategic Actions	Responsible Party	Budget (if applicable)	Anticipated Completion
<b>3.2.1</b> Increase the number of qualified underrepresented minority candidates by 20%. Specific details regarding these strategies are outlined in NCCC's PRODiG plan.	Assistant Director of Human Resources	\$15,000	Spring 2022
<b>3.2.2</b> Increase the number of underrepresented faculty members to align with the demographics of NCCC's student population. Specific details regarding these strategies are outlined in NCCC's PRODIG plan.	Assistant Director of Human Resources Coordinator of Institutional Research	N/A	Spring 2022
<b>3.2.3</b> Redesign and Improve the New Hire Orientation process to be more welcoming, inclusive, informative, and constructive in order to retain and develop new employees.	Human Resources Chief Diversity Officer	N/A	Spring 2021
<b>3.2.4</b> Establish a Faculty Mentorship Program to retain, develop and advance them in their professional pathway.	AVP of Academic Affairs		Fall 2021

## Statement from the Equity, Diversity & Inclusion Committee

We believe that the college community should reflect the human goal to include all, and to strive toward equality in curriculum and behavior. We are committed to inclusive practices and action, both in policy and execution.

In the interest in promoting transparency, results gathered from surveys, focus groups, and other research methods will be disseminated campus-wide, so that all members of the campus community are aware of assessment results. This committee will strive to include everyone on campus in the strategic diversity plan through continued outreach awareness of diversity, equity, and inclusion initiatives.

We expect the impact of the Strategic Action Plan to be meaningful for all students as we prepare them to be global citizens and good neighbors in an increasingly diverse and ever-changing world. We expect that Niagara County Community College's administrators, faculty, and staff will be continually aware and educated on these evolving challenges that create potential obstacles for our students. The overall goal of this plan is to build an inclusive campus community which fosters an anti-racist culture that is committed to providing the financial, social, and institutional support needed to nurture the diverse, often underrepresented, underserved populations of students that chose NCCC as the "Smart Place to Start". All students will be provided with equitable access to resources and opportunities that will help them achieve their goals, as well as a campus that is built on respectful treatment of others, as well as classes containing diverse and inclusive curriculum.