

Diversity Audit SWOT Session

September 18 & 26, 2018

Sinclair Community College

Designed and Facilitated by:

Jennifer Kostic

Table of Contents

Session Participants.....

Agenda (Background, Overall Purpose & Specific Purpose).....

Strengths.....

Weaknesses.....

Opportunities.....

Threats.....

Participants

Michael Carter
Rana Peake
Jennifer King-Cooper
Dawayne Kirkman
Dona Fletcher
William Dean
De'Shawna Yamini
Deborah Gavlik
Alicia Schroeder
Vivian Jackson
Shannon Bryant
Anita Moore
Amaha Sellassie
Marita Abram
Derek Petrey
Scott Markland
Karla Knepper
Dona Fletcher
Alicia Schroeder
Dawayne Kirkman
Jared Cutler
Faheem Curtis-Khidr
Carlina Figueroa
Felicia Monroe
Derek Allen
Nathaniel Newman
Elizabeth Orlando
Lori Zakel
Shari Rethman
Melissa Tolle
Myla Cardona-Jones
Lisa Mahle-Grisez

Facilitator:

Jennifer Kostic

Agenda:

Background: Michael Carter provided a history and overview of the Diversity Office as well as a status update on the diversity audit.

Overall Purpose: To discuss strengths, weaknesses, opportunities, and threats associate with the Diversity office and diversity at Sinclair.

Specific Purpose: To identify the top 5 ideas in each SWOT category and merge the feedback from both groups into a list of the top 5-8 for each category.

Top Ideas from SWOT

Strengths: Top Strengths and actions needed to support them

1. Having a Chief Diversity Officer Who Reports to President
 - Provide additional support
 - Cabinet level team
 - Succession planning
 - One year transition
 - Leadership support
 - Increase and dedicate budget
 - Developing a transition plan
 - CIT for diversity for staff
 - Need to invest in staffing office
 - Expand authority

2. Equity As A Strategic Goal
 - Building a network
 - Examine all Policies and practices
 - Dialogue between faculty and staff
 - Every career community should have an equity community
 - Systemize and remove silos
 - Be clear about what we mean and how

3. A Board that Supports our Strategic Goal
 - Shared dialogue to improve equity
 - What are the critical items board should be looking at?
 - Develop new KPI's to match new strategic goals

4. Student Clubs and Organizations
 - Allowing staff/faculty opportunity to participate as a part of regular workload
 - Spreading the word about them
 - Create relationship between clubs and leadership
 - Advertising and outreach
 - Meet with leadership

5. Grow Our Own
 - Everyone needs to be on same page
 - Hire more
 - Represent all degree types

6. Diversity and Inclusion Workshops with Employers
 - Take best practices and incorporate internally
 - Value of diversity hiring and training

7. AAMI
 - Increase awareness
 - Participation
 - Add to eLearn
 - Make it an opt out instead of an opt in
 - Use as template copy for other groups

8. International Education Office
 - Increase budget for more students to go on trips
 - More education for faculty and staff
 - Increase awareness
 - Every student should have some sort of experience

Additional Strengths

- Open Access Mission
 - Sensitive as we transition to offering baccalaureate degrees
- Understanding diversity as multi-faceted
- Grown Our Own program
- Diversity Events
- Willingness to have a meaningful conversation
- Open Enrollment
- Drawing from diverse population community
- Hiring practices within departments
- Willingness to listen and grow
- Degree and certificate increase for minorities
- Serve 130 school districts, provide opportunities
- A place for everyone
- Take into consideration students other priorities
- Greater awareness among students
- Social Media
- Affordable
- Multiple measurers
- Training Events for faculty and staff
- Increase in student related events around diversity and inclusion
- Scholarships that meet needs for wide range of students
- Bright Signal
- Student clubs
- Interfaith Campus Ministry
- Appalachian Outreach
- UAAMP

- Community of color incubator
- Black Unity Conference
- Faculty and staff involved in Change Agents
- REACH Conference
- Serve 1000 students from 50 countries including F1Visa
- Invested heavily in student enrichment programs for pre-college – DPS
- Resources to support student diverse needs
- LIFT application
- Engaging Career Communities
- Case load management advising model
- Support for accessibility, mental health in community and on campus
- General Education Competency
- Student travel opportunity
- Diverse instruction methods
- Service Learning
- RAR provided data
- Completion initiative
- Social stratification
- Campus location downtown Dayton
- Library Resources
- Reduction of developmental education
- Student success liaison in Library
- Arts Program
- Partnerships (collective)
- Communication of Story
- Variety of Career Opportunities
- Diversity Audit
- Being Aware of Need for Diverse Faculty and Staff (Diversity audit, GOO, etc.)
- Search Committee Guidelines
- Facilities Management
- International Education Program
- More Aware of Need to be ADA Compliant
- Completion Agenda
- Welcome Week
- FPR has Faculty Address Diversity and Cultural Awareness
- Brother to Brother (AAMI)
- Speaker Series
- Structural Changes
- Sinclair Talks
- Facility Changes
- General Education Outcome Cultural Diversity and Global Citizenship
- Sports and Fine Arts
- Writing Center (Student support services)
- Career Communities
- Student Enrichments Programs

- Social Media Presence
- Getting the Word Out and Diverse Public Image, Social Media
- Hybrid Courses
- Change Agents
- UAAMP
- Mentoring Program with Retention by Design
- CTL Diversity Track
- `Money Through SDIC for Training
- Name Changes of Offices
- Purchasing Minority and Women based Business
- R&D Funds (e.g. virtual reality diversity in hiring practices)
- AJT Program
- Advisory Boards
- Emergency Resource Funds
- Access to Program at Other Sites
- Theatre Department Productions Involving Diversity
- Location
- Pre School
- Title Nine Resources
- Adaptive Technologies
- Building a Diverse Curriculum

Weaknesses: Top weakness and what we can do to address them

1. Do not have 100% buy-In
 - Participation (leads to buy-in but necessary 1st step)
 - Build and understanding of why diversity matters
 - Mandatory diversity training
 - Requiring VPS to sponsor events
 - Change hiring practices
 - Lead from the top
 - Sift from Diversity Office to campus responsibility
 - Increase Presidential Support
 - Include with FFPDD
 - Push Back of Diversity Hidden as something else
 - Understanding of values and demonstrate them
2. Don't have an Administration that Mirrors Diversity/Population
 - Grown Our Own Program for administrative positions
 - Use committee selection process for administrative positions
3. No Intentional Plan
 - Need to coordinate better
 - Report on what you have done or planning to do

- Mandatory for every department to sponsor or host diversity event
 - Follow up on audit
 - Evaluate SWOT analysis
 - Diversity Summit
 - Collect information about everything happening
 - Lack of Accountability
 - Put into FPR and staff appraisals focus on quality and not quantity
 - All employees have same measurement metrics for performance reviews
4. HR Process does not allow for Purposeful Diverse Hiring
- Different level of training for search committees
 - Add diversity check step in recruitment process
 - Where we are advertising jobs
 - Advertise in diverse spaces
 - Creating policy the governs
 - Align search process with college schedule
 - Mimic national best practices
 - Establish standards of when post internally/externally
 - Notify Grow Our Own first if faculty position
 - Training on identifying implicit bias in hiring practices
 - Contingency Plan Lacking-Strategic plan for how to grow the diversity office and succession planning for Michael
5. No Required Diversity Training
- Need definition of diversity and inclusion on FPR
 - Must be a culture change not merely enforced activity
 - Diversity and Inclusion is Still Seen as Just Race
 - Training to build understanding of diversity among diversity
6. Implementing a Culturally Responsible Pedagogy
- Get information from experts
 - Providing examples
 - Experts be keynote at conference bring in-house
 - Equity fellows model for pedagogy
 - Recruiting, develop and support faculty

Additional Weaknesses- identified by the groups:

- No cohesive mentoring umbrella
- Not leveraging Dayton Mentoring Collaborative
- Expanding definition of what diversity means

- Lack of culture of equity
- Lack of institutional statement from the top to provide support
- We don't want to make things mandatory which we know help students
- Increase accountability through evaluation process for faculty and staff
- Training which is accessible for large groups
- Student education on diversity
- Siloed in interest areas
- Culturally based curriculum
- Student face several barriers
- Faculty and staff does not mirror diverse population
- Creating deliberate relationships with students
- Guidelines for all committees
- Lack of commitment
- We don't know what we don't know
- Lack of diversity outside of Grow Our Own
- Lack of support for diversity events...low attendance
- Hiring Process
- Communication especially among faculty
- Hiring Process more unified view on questions
- Faculty and staff not reflective of community
- Value in hiring questions
- Leadership Participation
- Leadership not reflective of community
- Lack of development and future planning
- General fear of addressing diversity, fear to broach topics
- Fear of repercussions
- Not enough staff!!
- Investment in community not here
- Directors and up are appointed without a search – glass ceiling no pathway
- Disconnect between Sinclair and community geographically – investment in other areas
- How to step out of the box for leadership role in diversity and mentorship
- Avoid workarounds, shouldn't have to advise students not to take certain faculty , avoid some staff
- Next generation could be powerful place to address this
- Individual faculty and staff are touch points student experience may vary
- Open access some students with unique needs
- Faculty Senate and DCC Representing
- Open Access and not hiring to meet the student population

Opportunities: How can we support and take advantage of opportunities.

1. CTL Diversity and Inclusion Track (Mandatory?)
 - Share with Faculty Senate
 - Include staff
2. More Intentional Connection to Curriculum to Diversity Events
 - Early Notification
 - Recommendations for help
 - Every Chair sponsor an event
 - Collaborative planning
3. More Intentional Service in High Poverty Schools
 - Outreach
 - Coordination with schools
 - Service hours
 - After school programs
 - Summer programs
 - Outreach to schools
 - Identify what the needs are
 - Bring services to where students are
4. Equity Diversity Day
 - Set agenda for next year
 - Share data in summit
5. Sponsor Dialogue Between Students and Staff
 - Longest Table

Additional Opportunities- identified by the groups:

- Connecting International and domestic students
- Collaborative online international learning
- Increase engagement and opportunity for service learning
- Question on end of course student survey regarding diversity
- Partner with Untied Way for community
- Leveraging local partnerships
- Leverage our local partnerships mentoring collaborative
- Clarion
- Attend local community events broader college attendance
- Support and Leverage our arts programs
- Simultaneously schedule curriculum and events
- Identify local department efforts and institutionalize on larger scale

- Engaging younger staff
- Diversity events digital connect with eLearn
- Long term learning and development
- Expanding Learning Development Staff in HR
- Opportunity for mentorship, provide continual support
- Leaders must go through leadership training
- Required all faculty to do CTL diversity track
- Outreach and presence at other locations
- Help student body grow in this area
- More events on main campus (middle)
- Training
- Have cultural fair in building 1, our own “World Affair” – “Sinclair Affair”
- Developing a certificate
- Opportunity to engage students with what it means to be diverse (student often don’t know)
- Increase programming social media, marketing
- Be the convener of conversations about equity
- Changing the hiring process, inject the Diversity Office

6. Threats:

1. Doing nothing and staying the same and allowing Equity Fatigue

- Act on diversity audit
- Use the BUZZ to communicate accomplishments in diversity
- Using Town Hall
- Reward acts of equity
- Kaizen
- Honesty and Transparency
- Public Accountability
- Create a trusting environment

2. Change in Reporting Line of Chief Diversity Officer/ Not having a succession plan

- Create policy around the position
- Create a succession plan
- Provide ROI

3. Providing just “Check the Box” Training

- Provide quality ongoing training and development to build understanding

4. Reduction or Removal of Funding

- Keep it visible
- Successes

5. Fear of Equity because they will have to give something up
 - Education what it really means

Additional Threats- identified by the groups:

- Competition with other initiatives
- The Sinclair Slow, falls off radar
- Lack of strategic planning
- Succession Planning – Planning in General
- Overt resistance
- Political Climate
- People not viewing as priority
- Equity Fatigue
- Board shifting strategy
- Compositional diversity verses equity
- Individual fears
- Lack of time or resources
- Leaving people out
- Time
- Urgency of now
- Change in government priority laws
- Not framing to show that it is not “same old”
- Potential changes in federal and state funding
- Some Students fear the downtown community; potential threats of violence, the drug epidemic, and the demographic make some uncomfortable. We will continue to be unable to reach certain students simply because of this
- We are our own biggest threat. It is great to put strategic plans in place and endeavor to meet the objectives, but it will be imperative that the plans are updated on a consistent basis to ensure that the actual goal/mission is being set forth
- Students need that added value in seeing where their hard work is going to land them. We are seeing more and more major companies leaving the Dayton area. This could deter certain fields from choosing Sinclair
- Continued economic downturn could prevent students from pursuing educational degree even at the most affordable schools
- The ever growing mental/emotional/social diseases plaguing our community do pose a threat not only for safety, but also for students reaching their full potential. I would be interested in seeing the number of students who miss multiple class sessions due to these issues and how this impacts retention and their success overall.