

# KY COUNCIL ON POSTSECONDARY EDUCATION COMMITTEE ON EQUAL OPPORTUNITIES



June 22, 2020 - 1:00 PM

ZOOM teleconferencing for Committee members

Livestream video for public: <https://youtu.be/5AXLBRKiIGQ>

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**I. Call to Order and Roll Call**

**II. Welcome/CPE Updates**

**III. Approval of Minutes**

*--December 12, 2019 and April 27, 2020*

**IV. Diversity Plan Reports – Final Scores**

**V. Revisions to Institutional Strategies**

- A. Ashland Community & Technical College
- B. Hazard Community & Technical College
- C. Hopkinsville Community College
- D. Jefferson Community & Technical College
- E. Madisonville Community College
- F. Morehead State University
- G. Murray State University
- H. Owensboro Community & Technical College

**VI. Other Business**

- A. Update on CPE Diversity, Equity and Inclusion Initiatives
- B. 2020-21 Meeting Dates

**VII. Adjournment**

## **MINUTES**

### **Council on Postsecondary Education**

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Type: Special-called meeting of the Committee on Equal Opportunities  
Date: December 12, 2019  
Time: 2:00 p.m. ET  
Location: Council Offices, 100 Airport Road, Second Floor, Frankfort, KY

### **WELCOMING & CALL TO ORDER**

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The Committee on Equal Opportunities met Thursday, December 12, 2019, at 2:00 p.m., ET. Committee Chair Robert H. Staat presided.

### **ATTENDANCE**

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Members attended in person: Robert Staat (CPE office)

Members attended by teleconference: Deborah Aparicio, David Carpenter, Robert Croft, Alfonso de Torres Nuñez, Ling-Yuh Pattie, Shawn Reynolds, and Luv'Tesha Robertson.

Members not in attendance: Whitney Allen, Kim Halbauer, John Johnson, and Grant Minix

Dr. Dawn Offutt, CPE's Director of Initiatives for Diversity, Equity & Inclusion, served as recorder of the meeting minutes.

### **APPROVAL OF INSTITUTIONAL IMPROVEMENT PLANS**

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Kentucky State University, Western Kentucky University and Maysville Community College did not meet the minimum scores necessary in the 2017-18 annual evaluation. In response, the institutions submitted plans detailing strategy modifications for improvement identifying specific strategies and resources dedicated to addressing deficiencies. When developing the plan institutions considered the following questions:

- Self-Reflection: What issues led to your institution not meeting the minimum required score?

- Plan of Action: How will your institution address these issues moving forward?
- Diversity Plan Modification: How does the improvement plan impact the institutional diversity plan?

During the presentation by Western Kentucky University, Mr. Nuñez noted that WKU was adversely affected by the federal prohibition of funding to the Confucius Institute on American campuses. It was requested that WKU speak on plans to overcome that change at the next CEO meeting.

MOTION: Mr. Croft moved to approve the plan submitted by Kentucky State University. Ms. Robertson seconded the motion.

VOTE: The motion passed unanimously.

MOTION: Mr. Reynolds moved to approve the plan submitted by Maysville Community College. Mr. Croft seconded the motion.

VOTE: The motion passed unanimously.

MOTION: Mr. Croft moved to approve the plan submitted by Western Kentucky University. Ms. Robertson seconded the motion.

VOTE: The motion passed unanimously.

## **ADJOURNMENT**

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The Committee adjourned at 3:00 p.m. ET. The next meeting is scheduled for January 27, 2020 at 1:00 p.m. ET.

***MINUTES REVIEWED AND APPROVED BY THE COMMITTEE: June 22, 2020***

**MINUTES**  
Council on Postsecondary Education

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Type: Committee on Equal Opportunities  
Date: April 27, 2020  
Time: 1:00 p.m. ET  
Location: Virtual Meeting – Committee member by ZOOM teleconference. Public viewing at: <https://youtu.be/j2n5ijeBU-Q>.

**WELCOMING & CALL TO ORDER**

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The Committee on Equal Opportunities met Monday, April 27, 2020, at 1:00 p.m., ET. Pursuant to Executive Order 2020-243 and a memorandum issued by the Finance and Administration Cabinet dated March 16, 2020, and in an effort to prevent the spread of Novel Coronavirus (COVID-19), the Committee met utilizing a video teleconference. Members of the public were invited to view the meeting virtually on the CPE YouTube page: <https://youtu.be/j2n5ijeBU-Q>. Committee Chair Robert H. Staat presided.

**ATTENDANCE**

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Members attended: Whitney Allen, Deborah Aparicio, David Carpenter, Robert Croft, Kim Halbauer, Grant Minix, Alfonso De Torres Nunez, Shawn Reynolds, Luv'Tesha Robertson, and Robert Staat.

Members not in attendance: Ling-Yuh Pattie

Dr. Dawn Offutt, CPE's Director of Initiatives for Diversity, Equity & Inclusion, served as recorder of the meeting minutes.

**APPROVAL OF THE MINUTES**

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The minutes of the October 28, 2019 and January 27, 2020 meetings were approved as distributed.

**WELCOME**

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Dr. Aaron Thompson, CPE President, provided welcoming remarks.

## **OVERVIEW OF THE SCORING PROCESS**

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Mr. Travis Powell, CPE's Vice President and General Counsel, presented on the how scores were calculated during the evaluation process.

## **DIVERSITY PLAN REVIEW TEAM REPORTS**

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Each review team leader briefly discussed the overall scores and major feedback given to each of their assigned institutions.

## **ADJOURNMENT**

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The Committee adjourned at 3:00 p.m. ET. The next meeting is scheduled for June 22, 2020 at 1:00 p.m. ET.

***MINUTES REVIEWED AND APPROVED BY THE COMMITTEE: June 22, 2020***

**Ashland Community and Technical College  
Diversity, Equity, and Inclusion Strategy Revision Request**

(Ashland Community and Technical College) is requesting to move forward with the following proposed strategies:

**Opportunity:**

1. Implement focus group with willing current Hispanic students to seek their feedback in what would make ACTC more inviting.
2. Promote the Veteran Center and our student group affiliation, *Student Veterans of America*, to prospective veterans.
3. Attend and promote ACTC at the Northeast Kentucky Veterans Advisory Council Expo

**Success:**

4. At events offered through our cultural diversity program, as well as other various campus events, student attendance will be tracked.
5. Developing individualized support services for the eLearner as provided in the eLearning Centers that will be created on College Drive and Technology Drive campuses.

**Impact:**

6. The data collected within the surveys will be maintained within an electronic database in order to determine the retention and graduation rates for these students.
7. Provide faculty training on incorporating active and collaborative learning opportunities in the classroom.
8. Conduct two student focus groups per year to discuss climate.
9. Utilize nationally recognized educational publications and diverse publications, including the *Chronicle for Higher Education*, *Indeed*, the *American Baptist Newspaper*, and the *Louisville Defender*, to assist in recruiting for faculty and executive management vacancies.

Following is a detailed explanation for each proposed strategy **removal** revision.

<b>Opportunity</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #1</b>	<b>Justification</b>
<p>1. Implement focus group with willing current Hispanic students to seek their feedback in what would make ACTC more inviting.</p>	<p><b>Implement a student focus group for URM's to discuss how the environment at ACTC can be adjusted so there is more interest in participating in activities and services at ACTC.</b></p>	<p>We are requesting to remove the current strategy. We already have in place a similar strategy which ended up confusing evaluators. The propose strategy is the strategy we will be keeping.</p>
<b>Current Strategy</b>	<b>Proposed Strategy #2</b>	<b>Justification</b>
<p>2. Promote the Veteran Center and our student group affiliation, Student Veterans of America, to prospective veterans.</p>	<p>ACTC is asking to remove this strategy from our diversity plan.</p>	<p>Due to lack of interest, ACTC has been unable to keep the student group "Student Veterans of America" active. Thus there has been no positive impact on diversity.</p>
<b>Current Strategy</b>	<b>Proposed Strategy #3</b>	<b>Justification</b>
<p>3. Attend and promote ACTC at the Northeast Kentucky Veterans Advisory Council Expo</p>	<p>ACTC is asking to remove this strategy from the diversity plan.</p>	<p>The organizations who were implementing the Northeast Kentucky Veterans Advisory Council Expo unexpectedly, a couple years ago, discontinued the event.</p>

<b>Success</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #4</b>	<b>Justification for Revision</b>
<p>4. At events offered through our cultural diversity program, as well as other various campus events, student attendance will be tracked.</p> <p>5. Developing individualized support services for the eLearner as provided in the eLearning Centers that will be created on College Drive and Technology Drive campuses.</p>	<p>ACTC is asking to remove this strategy from our plan.</p> <p>ACTC will be asking to remove this strategy from assessment.</p>	<p>Although the college will continue to take attendance when possible for tracking, recruiting, and follow-up purposes at events, it has been difficult to track attendance accurately. Some of the events involve elementary and middle school students, along with community members. We want to make this a regular activity when possible, but not be a part of the diversity assessment.</p> <p>Unfortunately, the process used does not allow for identification of specific students. In addition, the numbers of URM's utilizing the service makes the data insignificant. We are a believer that using this support service will enhance success, thus we will continue utilizing it. We just won't assess it for diversity report purposes.</p>
<b>Impact</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #5</b>	<b>Justification for Revision</b>
<p>6. The data collected within the surveys will be maintained within an electronic database in order to determine the retention and graduation rates for these students.</p>	<p><b>Students who attend events related to diversity and cultural competency will be surveyed to gauge how the event impacted them and their experience at ACTC as well as suggestions for what could be done in the future to make the events better.</b></p>	<p>We are requesting to remove the current strategy. We already have in place a similar strategy. The propose strategy is the strategy we will be keeping and it will involve assessment of retention and graduation rates of these students.</p>
<b>Current Strategy</b>	<b>Proposed Strategy #6</b>	<b>Justification for Revision</b>
<p>7. Provide faculty training on incorporating active and collaborative learning</p>	<p>Assuring high quality standards for gateway general education and technical programs courses through</p>	<p>The current strategy is very similar to the proposed strategy which is already implemented. Thus we will try to avoid confusion by only tracking and assessing one training strategy which covers both topics.</p>



opportunities in the classroom.	faculty training in the use and implementation of the standards promulgated by Quality Matters.	
<b>Current Strategy</b>	<b>Proposed Strategy #7</b>	<b>Justification for Revision</b>
8. Conduct two student focus groups per year to discuss climate.	<b>Implement a student focus group for URM's to discuss how the environment at ACTC can be adjusted so there is more interest in participating in activities and services at ACTC.</b>	We are requesting to remove the current strategy. We already have in place a similar strategy which ended up confusing evaluators. The propose strategy is the strategy we will be keeping.
<b>Current Strategy</b>	<b>Proposed Strategy #8</b>	<b>Justification for Revision</b>
9. Utilize nationally recognized educational publications and diverse publications, including the <i>Chronicle for Higher Education</i> , <i>Indeed</i> , the <i>American Baptist Newspaper</i> , and the <i>Louisville Defender</i> , to assist in recruiting for faculty and executive management vacancies.	Utilize nationally recognized educational publications, such as <i>Chronical for Higher Education</i> , <i>Indeed</i> , <i>Local Newspapers</i> in diverse cities, <i>Higher Ed Jobs</i> , to assist in recruiting for faculty and executive management vacancies.	The strategy is being kept by the college, we are just changing the wording for clarification.
<b>Current Strategy</b>	<b>Proposed Strategy #8</b>	<b>Justification for Revision</b>

## Hazard Community and Technical College Diversity, Equity, and Inclusion Strategy Revision Request

HCTC is requesting to move forward with the following proposed strategies:

**Opportunity:**

1. . HCTC will commit key personnel to work specifically in recruiting students from diverse backgrounds, both traditional and non-traditional.
2. . HCTC will review the admissions process for barriers.
3. . HCTC will develop and implement a Multicultural Leadership Council Program at local high schools.

**Success:**

4. . HCTC will recruit underrepresented minority and low-income/PELL recipient students to the President's Student Ambassadors.
5. . HCTC will continue to implement a mandatory First Year Experience 105 Achieving Academic Success course for first-time, full-time Associate in Arts (AA), Associate in Science (AS), and Undecided students.
6. . In collaboration with the assigned advisor, the Office of Equity and Inclusion will conduct outreach to URM students throughout the semester to facilitate student success.
7. . HCTC advisors will provide additional interventions for students who have less than a 2.0-grade point average.
8. . HCTC will ensure that 100% of first-time, full-time, credential-seeking students have a Graduation Plan.

**Impact:**

9. . HCTC will utilize employee recruitment and search process best practices, including utilizing effective existing processes, incorporating new recruitment avenues as they become available, and providing implicit biases awareness training to 100% of search committee members.
10. . HCTC will select a team annually to focus on the campus culture and climate (known at HCTC as the Equity and Inclusion Team).
11. . HCTC will include cultural experience questions on the Program Satisfaction Survey for Graduates.
12. . HCTC will administer a Cultural Competency Survey in the Spring semester to all students and employees.
13. . HCTC will budget for and provide annual training and professional development related to cultural competence, equity, and inclusion.

Following is a detailed explanation for each proposed strategy revision.

Opportunity		
Current Strategy	Proposed Strategy #1	Justification
1. .	1.	
2. .		
3. .		

4. .		
<b>Current Strategy</b>	<b>Proposed Strategy #2</b>	<b>Justification</b>
<b>Current Strategy</b>	<b>Proposed Strategy #3</b>	<b>Justification</b>
<b>Success</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #5, #6, and #7</b>	<b>Justification for Revision</b>
5. HCTC implement a mandatory First Year Experience 105 Achieving Academic Success course for first-time, full-time Associate in Arts (AA), Associate in Science (AS), and Undecided students.	HCTC will continue to implement a mandatory First Year Experience 105 Achieving Academic Success course for first-time, full-time Associate in Arts (AA), Associate in Science (AS), and Undecided students.	HCTC realizes this a continuation of FYE 105; therefore, included the language <i>will continue to implement</i> to reflect iterative process.
6. HCTC will foster personal, interactive relationships between advisors and their advisees.	HCTC proposes to eliminate Success #6.	Success #6 is reflected and implied in Success #7 and Success #8, with fostering relationships between advisors and their advisees.
7. In collaboration with the assigned advisor, the Director of Cultural Diversity will conduct outreach to URM students throughout the semester to facilitate student success.	In collaboration with the assigned advisor, the Office of Equity and Inclusion will conduct outreach to URM students throughout the semester to facilitate student success.	HCTC revised the language to reflect the Office of Equity Inclusion’s best practices for outreach. Also, by not including only the Director of Cultural Diversity, the revision reflects a holistic approach from departments or units.

<b>Impact</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #10</b>	<b>Justification for Revision</b>
10. HCTC will select a team annually to focus on the campus culture and climate (Campus Environment Team).	HCTC will select a team annually to focus on the campus culture and climate (known at HCTC as the Equity and Inclusion Team).	HCTC changed the language from Campus Environment Team to Equity and Inclusion team due to renaming the team in 2018-2019 academic year.
<b>Current Strategy</b>	<b>Proposed Strategy #7</b>	<b>Justification for Revision</b>
<b>Current Strategy</b>	<b>Proposed Strategy #8</b>	<b>Justification for Revision</b>
<b>Current Strategy</b>	<b>Proposed Strategy #9</b>	<b>Justification for Revision</b>

**Hopkinsville Community College  
Diversity, Equity, and Inclusion Strategy Revision Request**

Hopkinsville Community College is requesting to move forward with the following proposed strategies:

**Opportunity:**

1. Develop recruitment and outreach efforts to Black/African American community.
2. Develop recruitment and outreach efforts to Hispanic community.
3. Develop recruitment and outreach efforts to low-social economic community.

**Success:**

4. Increase access and completion rate for traditionally underserved populations.

**Impact:**

5. Increase the number of applications from under-presented minorities.
6. Foster the value of a diverse workplace with hiring committees and decision-makers.
7. Retain racially and ethnically diverse faculty and staff employed by HCC.
8. Develop programming and outreach efforts to demonstrate a climate of inclusiveness at HCC.
9. Foster the value of cultural competency among faculty, staff and the college’s student body.

Following is a detailed explanation for each proposed strategy revision.

<b>Opportunity</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #1</b>	<b>Justification</b>
To persuade URMs and their families that HCC represents the most beneficial first-choice for achieving their educational and vocational goals.	Develop recruitment and outreach efforts to Black/African American community.	Revision of this strategy would allow Hopkinsville Community College to focus targeted, intentional efforts on specific URM populations, as well as appropriately measure strategies.
<b>Current Strategy</b>	<b>Proposed Strategy #2</b>	<b>Justification</b>
	Develop recruitment and outreach efforts to Hispanic community.	

		Revision of this strategy would allow Hopkinsville Community College to focus targeted, intentional efforts on specific URM populations, as well appropriately measure strategies.
<b>Current Strategy</b>	<b>Proposed Strategy #3</b>	<b>Justification</b>
	Develop recruitment and outreach efforts to low-social economic community.	Revision of this strategy would allow Hopkinsville Community College to focus targeted, intentional efforts on specific URM populations, as well appropriately measure strategies.
<b>Success</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #4 and #5</b>	<b>Justification for Revision</b>
To persuade URMs to remain enrolled and making progress toward degree completion despite the multitude of family, work, and personal obstacles they may face.	Increase access and completion rate for traditionally underserved populations	Revision of this strategy would allow Hopkinsville Community College to focus targeted, intentional efforts on specific URM populations, as well appropriately measure strategies.
<b>Impact</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #6</b>	<b>Justification for Revision</b>
Persuade racially and ethnically diverse individuals to consider HCC as a workplace destination	Increase the number of applications from under-presented minorities.	Revision of this strategy would allow Hopkinsville Community College to more appropriately measure the success of this strategy.
<b>Current Strategy</b>	<b>Proposed Strategy #7</b>	<b>Justification for Revision</b>
Persuade and reinforce to internal and external communities that HCC campus is inclusive and welcoming to all; serve as an influencing example for the surrounding communities to follow.	Develop programming and outreach efforts to demonstrate a climate of inclusiveness at HCC.	Revision of this strategy would allow Hopkinsville Community College to focus targeted, intentional efforts on specific URM populations, as well appropriately measure strategies.

**Jefferson Community and Technical College  
Diversity, Equity, and Inclusion Strategy Revision Request**

Jefferson Community and Technical College is requesting to move forward with the following proposed strategies:

**Opportunity:**

1. . Increase Hispanic student outreach.

**Success:**

2. . Develop implementation plan for Inclusive, Intersectional Instruction (I3), a structured faculty professional development program focused on culturally-responsive and culturally-mediated methods of instruction.
3. . Provide programming and campus activities that foster a welcoming environment.
4. . Develop academic and student support initiatives to increase the success of African-American students.
5. . Strengthen partnerships with community groups who can assist students with non-academic issues that are barriers to success.

**Impact:**

6. . Increase URM faculty to be more representative of the student population.
7. .
8. .

Following is a detailed explanation for each proposed strategy revision.

<b>Opportunity</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #1</b>	<b>Justification</b>
1. .	1.	
2. .		
3. .		
4. .		
<b>Current Strategy</b>	<b>Proposed Strategy #2</b>	<b>Justification</b>
	<i>Create a URM Enrollment Taskforce.</i>	In the light of COVID-19, the college has established a URM Enrollment Taskforce to look at specifically at how we can strategically engage and add marketing efforts to target potential URM students.
<b>Current Strategy</b>	<b>Proposed Strategy #3</b>	<b>Justification</b>
<b>Success</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #4 and #5</b>	<b>Justification for Revision</b>
<b>Impact</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #6</b>	<b>Justification for Revision</b>
<b>Current Strategy</b>	<b>Proposed Strategy #7</b>	<b>Justification for Revision</b>
	<i>Provide opportunities for professional development that</i>	The college is planning to take as deeper look at the how we prepare our faculty and staff to interact with a diverse student body. Adding this



	<i>focuses on diversity, equity, and inclusion.</i>	strategy to our diversity plan, would allow us to take a strategic look at the preparedness of our faculty and staff and be able to assess their learning at the end of an academic year.
<b>Current Strategy</b>	<b>Proposed Strategy #8</b>	<b>Justification for Revision</b>
<b>Current Strategy</b>	<b>Proposed Strategy #9</b>	<b>Justification for Revision</b>

**Madisonville Community College  
Diversity, Equity, and Inclusion Strategy Revision Request**

Madisonville Community College is requesting to move forward with the following proposed strategies:

**Opportunity:**

1. Increase the number of diversity recruitment events on MCC's campuses.
2. Identify new diversity recruitment opportunities.
3. Promote academic programs and opportunities with area school districts.

**Success:**

1. Implement targeted advising interventions to support underrepresented student persistence.
2. Promote campus support offices early and frequently through campus organizations to ensure awareness of college resources.
3. Expand campus programming to support low-income students.

**Impact:**

1. Promote diversity among the faculty and staff.
2. Encourage the development of cultural competence in our student body.
3. Encourage the cultural competence of faculty and staff.

Following is a detailed explanation for each proposed strategy revision.

<b>Opportunity</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #1</b>	<b>Justification</b>
1. .		
2. .		
<b>Current Strategy</b>	<b>Proposed Strategy #2</b>	<b>Justification</b>

<b>Success</b>		
<b>Current Strategy</b>	<b>Proposed Strategy</b>	<b>Justification for Revision</b>
<p>1. Improve the delivery of the academic advising program across the college.</p>	<p>1. Implement targeted advising interventions to support underrepresented student persistence.</p> <p><i>This is a revision of a previous strategy.</i></p>	<p>The college will continue to make improvements to our academic advising program to support the persistence and completion efforts of all students, but we have also started many key over-the-top initiatives that target URM student success. Several campus programs provided additional support to students above and beyond the traditional advising experience. A revision to this strategy will better reflect the work underway to specifically impact URM students.</p>
<p>2. Expand campus understanding of the barriers and challenges for students in poverty.</p>	<p>2. Expand campus programming to support low-income students.</p> <p><i>This is a revision of a previous strategy.</i></p>	<p>Our initial focus with this strategy was to better educate our faculty and staff on the challenges that our low-income students encounter. We will continue to make that education and professional learning a priority, but we felt that a revision was necessary to better reflect the direct work that we do to help our students. MCC has established a number of efforts to assist our low-income students and we have many more planned in the coming year. This revision more directly states our intent to help low-income students be successful.</p>
<b>Impact</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #6</b>	<b>Justification for Revision</b>

**Name of Institution**

**Diversity, Equity, and Inclusion Strategy Revision Request**

(Morehead State University) is requesting to move forward with the following proposed strategies:

**Opportunity:**

- 1. .
- 2. .
- 3. .

**Success:**

- 4. .
- 5. .

**Impact:**

- 6. .
- 7. .
- 8. .

Following is a detailed explanation for each proposed strategy revision.

<b>Opportunity</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #1</b>	<b>Justification</b>
1. .	1.	
2. .		
3. .		
4. .		
<b>Current Strategy</b>	<b>Proposed Strategy #2</b>	<b>Justification</b>

<b>Current Strategy</b>	<b>Proposed Strategy #3</b>	<b>Justification</b>
<b>Success</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #4 and #5</b>	<b>Justification for Revision</b>
<b>Impact</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #6</b>	<b>Justification for Revision</b>
#5: Explore and create a marketing and implementation plan for the development of a summer camp for rising URM and LI high school students that will support engagement in the areas of inclusion and social justice in their communities and can be used as a recruiting tool.	N/A	We are requesting approval from the Committee on Equal Opportunities to remove this strategy from our listing. Funds were not designated to support this strategy when it was initially proposed; nor have we been able to secure external funds to support its implementation.
<b>Current Strategy</b>	<b>Proposed Strategy #7</b>	<b>Justification for Revision</b>
<b>Current Strategy</b>	<b>Proposed Strategy #8</b>	<b>Justification for Revision</b>
<b>Current Strategy</b>	<b>Proposed Strategy #9</b>	<b>Justification for Revision</b>

### Diversity, Equity, and Inclusion Strategy Revision Request:

Murray State University is requesting to move forward with the following proposed REVISED strategies:

Current Strategy	Initiative O,S,I	Revised Strategy	Justification for Revision
Opportunity - Strategy 1	O	Increase the exploration of principles of inclusive teaching, universal design for learning, and instructional adjustments for the classroom (Provost, Deans, Faculty Development Center) - PROPOSED REVISED STRATEGY #1	Each of these strategies encompasses components of several strategies. The explanation of the connection to the strategy revisions to these six strategies is given in the following table.
Opportunity - Strategy 2	O	Increase the number of submitted first time freshman and transfer admission applications from minority students. (Financial Aid, Scholarships, Transfer Center and Student Recruitment)- PROPOSED REVISED STRATEGY #2	
Success - Strategy 3	S	Continue to participate in activities and training which promote an ongoing awareness of the changing climate of Student Affairs and the impact of diversity on the work (Division of Student Affairs) - PROPOSED REVISED STRATEGY #3	
Success - Strategy 4	S	Work collaboratively with the Office of Alumni Affairs and with Student Affairs to enhance diversity recruitment initiatives (Branding, Marketing & Communication, Office of Development, Student Affairs and Alumni Office) - PROPOSED REVISED STRATEGY #4	
Impact - Strategy 5	I	Participation in diversity and inclusion training opportunities for senior leadership team (Office of the President, Vice President units) - PROPOSED REVISED STRATEGY #5	
Impact - Strategy 6	I	Assist the institution with resurveying the campus to gauge the campus climate in a manner which directs institutional efforts for recruitment and retention of the highest caliber faculty and staff (Office of the President, President's Commission on Diversity and Inclusion) - PROPOSED REVISED STRATEGY #6	

Following is a detailed explanation for each proposed strategy revision.

Special Notes: The Murray State University Diversity Plan has experienced a host of leadership changes since its inception in 2017.

Current Strategy	Initiative O,S,I	Revised Strategy	Justification for Revision
- Review the standing recruitment activities for sensitivity and inclusion of the breadth of student diversity and create a plan which identifies increasing exposure to the unit via training and awareness sessions (Office of Enrollment Management and Student Recruitment)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
- Increase the number of submitted first time freshman admission applications from minority students. (Office of Student Recruitment)	O		8 - Completed
- Increase the number of prospective minority students visiting Murray State University's campus. (Office of Student Recruitment)	O		8 - Completed
- Identify areas of opportunity in identifying and recruiting current community college minority students as prospective Murray State University transfer applicants. (Office of Transfer Center)	O		8 - Completed
- Increase the number of minority transfer student applicants to Murray State University. (Office of Transfer Center)	O		8 - Completed
- Work collaboratively with the Office of Alumni Affairs volunteers and with the Office of Recruitment to enhance diversity recruitment initiatives. (Vice President for Institutional Advancement)	O		8 - Completed
- Increase development activities to support diversity initiatives within Student Affairs. (Vice President for Institutional Advancement)	O		8 - Completed
- Review annual programs of diversity offered at the University and create a plan which would increase this unit's visibility at those programs throughout the year (Office of Enrollment Management and Student Recruitment) [Unable to assess; should be standard operating procedure; remove]	O		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
- Review mechanisms to increase financial aid for low-income, first-generation, and underrepresented groups and continue analysis of underrepresented minority non-enrollees to identify additional actions needed with respect to cost, value, and program availability (Office of Student Financial Services Enrollment Management and Student Recruitment) [Transfer to VPFAAS Grid]	O		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
- Create a plan which identifies new partnerships with high schools, churches, and community groups and establishes programs/events to increase the enrollment of underrepresented populations (Student Recruitment)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
- Survey other institutions that have identified a bridge from the Community College to the University (Office of Student Recruitment)	O		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
- Establish a clearly defined pathway from the community college to the university (Office of Student Recruitment)	O		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
- Survey other institutions with an established community college to university bridge program and establish a clearly-defined pathway from the community college to the university (Office of Provost, Transfer Center) [was reworded to include the previous two bullet]	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
- Participate in training sessions that help with managing the daily interactions with parents, faculty, staff, students, and potential students. Training should target the following areas to continue providing service to a diverse population: customer service, diversity, conflict resolution, and a wide array of communication and professionalism topics (Office of Undergraduate Admissions)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #3)
- Offer educational sessions (including deadlines, program requirements, application process, etc.) provided by the Office of Undergraduate Admissions to potential students and their families with special emphasis on underrepresented minority populations (Office of Undergraduate Admissions)	O		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategies - PROPOSED REVISED STRATEGY #2 and PROPOSED REVISED STRATEGY #3)
- Increase marketing and public awareness efforts for the Racer Advantage Grant (Student Financial Services (formerly Office of Scholarships) (Branding, Marketing & Communication)	O		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
o 1 - Survey existing financial aid offerings to determine if aid exists which the University does not currently offer	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
o 2 - Survey current Pell Eligible students for unaddressed needs (Student Financial Services (formerly the Office of Financial Aid))	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
- Increase the educational sessions (including grants, loans, repayment, etc.) offered by Financial Aid to potential students and their families with special emphasis on underrepresented minority populations (Student Financial Services (formerly the Office of Financial Aid))	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategies - PROPOSED REVISED STRATEGY #2 and PROPOSED REVISED STRATEGY #3)
- Increase the educational sessions (including grants, loans, repayment, work study, parent loans, withdrawing from school, etc.) offered by Financial Aid to current students with special emphasis on underrepresented minority populations including creating YouTube or video-based sessions which can be posted online (Student Financial Services (formerly the Office of Financial Aid))	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategies - PROPOSED REVISED STRATEGY #2 and PROPOSED REVISED STRATEGY #3)
- Survey businesses and organizations to provide training, develop degree programs to meet a changing workforce demands (Center for Adult and Regional Education)	O		1 - Budgetary restrictions no longer permit the exploration of this goal.
- Establish a clearly-defined pathway to those businesses and organizations to provide for those changing workforce demands (Office of Provost)	O		1 - Budgetary restrictions no longer permit the exploration of this goal.
- Continue to support the participation of lead faculty who serve the extended campus sites (Office of Provost)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
- Survey businesses to determine possible continuing education needs and prospective students (Center for Adult and Regional Education (formerly Regional Academic Outreach))	O		1 - Budgetary restrictions no longer permit the exploration of this goal.
- Establish a clearly-defined plan to market graduate recruitment enrollment efforts (Office of the Provost)	O		8 - Completed
- Survey current graduate students to determine their changing needs to successfully navigate the application process, obtaining financing and moving toward graduation (Coordinator for Graduate Recruitment)	O		8 - Completed
- Increase marketing and the visibility of the Minority Graduate Fellowships (Coordinator for Domestic Graduate Recruitment)	O		6 - This strategy was rendered invalid due to a cascading set of leadership shifts and shifting directives.

### Diversity, Equity, and Inclusion Strategy Revision Request:

Murray State University is requesting to move forward with the following proposed REVISED strategies:

Current Strategy	Initiative O,S,I	Revised Strategy	Justification for Revision
Develop a marketing plan to attract underrepresented students through scholarships and available funding (Office of Student Financial Services)	O		8 - Completed
<del>Increase the visibility of the minority graduate fellowship (Coordinator for Domestic Graduate Recruitment)</del>	O		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Increase marketing and recruitment for the Graduate degree and Certificate programs (Coordinator for Domestic Graduate Recruitment)	O		8 - Completed
<del>Establish a clearly defined pathway for those business partnerships with employees who have undergraduate degrees and may be well poised for the graduate degree offerings (Office of the Provost and Student Affairs Division)</del>	O		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
<del>Eliminate redundant</del>			
Establish a plan to expand the course programs available through online classes. (Office of the Provost)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED STRATEGY #1)
Survey institutions that have partnered with Historically Black Colleges and Universities (HBCU)s and Hispanic Serving Institutions (HSIs) to discuss their efforts with attracting and retaining the minority prospective students and create revised strategies to increase and sustain minority interest in graduate programs (Coordinator for Domestic Graduate Recruitment)	O		1 - Budgetary restrictions no longer permit the exploration of this goal.
<del>Establish a clearly defined plan for sustained interest and enrollment of minority prospective students in graduate program (Office of the Provost)</del>	O		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities) in June 2018.
<del>Redundant collapsed into the bullet above</del>			
Establish a clearly-defined pathway from the undergraduate to the graduate experience (Office of the Provost)	O		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4 )
Establish a clearly-defined plan to centralize the graduate student recruitment effort of the institution (Office of the Provost)	O		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4 )
Establish a clearly-defined plan to offer sustained Graduate Student Workshops for an online environment that reaches all campuses and prospective students (perhaps YouTube? similar to the Racer Communication Center) to provide education about the application, financing, rigor, and mechanisms for success required for graduate school (Coordinator for Domestic Graduate Recruitment)	O		5 - This strategy was rendered invalid due to shifts in technology or software.
Collaborate with Jefferson Community and Technical College to create a recruitment plan aimed as meeting the admission needs of their students. (Office of Transfer Center)	O		8 - Completed
Increase the number of minority transfer student applicants to Murray State University. (Office of Transfer Center)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
The Office of Branding, Marketing & Communication will Collaborate with the Office of Minority Initiatives to create a marketing and communication strategy to support minority enrollment goals, enhance marketing efforts using proven best practices and promote scholarship opportunities and career outcomes for Murray State student and graduates. (Branding, Marketing and Communication)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategies - in all PROPOSED REVISED STRATEGIES)
Increase the number of submitted first-time freshman admission applications from minority students. (Office of Recruitment)	O		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #2 )
Establish a plan to expand academic programs available through online classes. (Office of the Provost)	O		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
Increase the number of prospective minority students visiting Murray State University's main campus. (Office of Recruitment)	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
Encourage participation in Mapworks or related retention software training for new faculty to enhance student retention efforts. (Office of the Provost)	S		5 - This strategy was rendered invalid due to shifts in technology or software.
The Office of Alumni Affairs and the Office of Development will work in partnership with the University's Student Affairs Division, the office of Recruitment and the Office of Minority Initiatives to coordinate events that support recruitment and retention of under-represented, minority and international students. Wherever and whenever possible, we will pinpoint alumni volunteers and donor prospects who can provide mentoring and scholarship opportunities for current students, prospective students and their families. (Branding, Marketing and Communication)	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Supports Revised Strategy PROPOSED REVISED STRATEGY #4)
Shift or align staff responsibilities when feasible and warranted to provide coverage for increased staff responsibilities as they relate to the retention initiatives (Division of Student Affairs)	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Continue to participate in training which promotes an ongoing awareness of the changing climate of Student Affairs and the impact of diversity on the work (Division of Student Affairs)	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #3)
Continue to build a networking base from professionals in the field which promotes a dialogue among Student Affairs professionals for new diversity ideas which benefits the student population (Division of Student Affairs)	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
Establish a comprehensive plan which focuses specifically on the retention of minority (Division of Student Affairs) students	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
Evaluate the existing comprehensive retention plan to assess and address any revealed disparities (Office of Retention Student Engagement and Success)	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #3)
Re-evaluate the Academic Restoration Plan (Office of Retention Student Engagement and Success)	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Re-evaluate the Racer Advantage Grant Plan (Office of Retention Student Engagement and Success)	S		8 - Completed
Evaluate and enhance the Mapworks <sup>®</sup> program as needed (Office of Retention Student Engagement and Success)	S		5 - This strategy was rendered invalid due to shifts in technology or software.
Establish a plan under institutional budgetary constraints to sustain the Emerging Scholars Institute (ESI), which includes Marvin D. Mills Scholars and is the primary retention initiative for the Office of Multicultural Affairs (Office of Multicultural Affairs Initiatives, Student Leadership & Inclusive Excellence)	S		8 - Completed
Establish a plan to provide ongoing support for the Multicultural Parents Advisory Council (Office of Multicultural Affairs Initiatives, Student Leadership & Inclusive Excellence)	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Analyze current physical space and location as appropriate to determine the needs for the Office of Multicultural Affairs (Office of Multicultural Affairs Initiatives, Student Leadership & Inclusive Excellence)	S		8 - Completed
Establish a Student Affairs Diversity Task Group (SADTG) (Office of Multicultural Initiatives, Student Leadership & Inclusive Excellence)	S		8 - Completed
Establish a Student Affairs Diversity Task Group (SADTG) (Office of Multicultural Initiatives, Student Leadership & Inclusive Excellence)	S		8 - Completed
Establish a Student Inclusive Excellence Advisory Team (SIEAT) (Office of Multicultural Initiatives, Student Leadership & Inclusive Excellence)	S		8 - Completed
Establish a Student Inclusive Excellence Advisory Team (SIEAT) (Office of Multicultural Initiatives, Student Leadership & Inclusive Excellence)	S		8 - Completed
<del>Analyze the current structure and philosophical scope of all support supplied to underrepresented groups and determine the best structure needed to sustain current support provided within institutional budgetary constraints (Office of Multicultural Initiatives, Student Leadership &amp; Inclusive Excellence)</del>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
<del>Redundant</del>			
Continue to expand marketing efforts to raise awareness of and participation in Women's Center Programs and activities (Women's Center)	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Create a plan which identifies initiatives to expand visibility on campus as a resource not only to women students, faculty, staff, and administrators, but to all interested members of the University community (Women's Center)	S		1 - Budgetary restrictions no longer permit the exploration of this goal

### Diversity, Equity, and Inclusion Strategy Revision Request:

Murray State University is requesting to move forward with the following proposed REVISED strategies:

Current Strategy	Initiative O.S.I	Revised Strategy	Justification for Revision
Create a plan which identifies initiatives to recruit faculty and staff to assist with programs and activities. <b>(Women's Center) Redundant</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Participate in trainings and offerings related to diversity <b>(Women's Center)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
Create and execute a plan to expand information on the existing website (i.e. to include diversity resources for students to use in their job search efforts and illustrate diversity) for employers. <b>(Career Services)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
Create and execute a plan to expand information on the existing website to include diversity resources for employers which illustrate the diversity at the University. <b>Redundant</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Create and execute a plan to attract/recruit companies who are seeking to hire minorities to participate in campus career fairs. <b>Redundant</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Create and execute a plan to provide information to raise minority student awareness of concepts of professional expectations <b>(Office of Multicultural Initiatives, Student Leadership &amp; Inclusive Excellence and Career Services)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Execute a plan to deliver educational sessions to minority students focused on topics of professionalism, digital citizenship, personal branding, different formats of interviewing (i.e. Skype, panel, traditional and screening, etc.) and diversity in a variety of modalities (face-to-face, YouTube, Skype, etc.) <b>(Office of Multicultural Initiatives, Student Leadership &amp; Inclusive Excellence and Career Services)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Create and execute a plan to recruit companies seeking to hire special-population students to participate in campus career fairs. <b>(Office of Multicultural Initiatives, Student Leadership &amp; Inclusive Excellence and Career Services) Combined with initial bullet in this section</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Continue collaboration with the Office of Multicultural Affairs, LGBT Programming, and Office of Student Disability Services to promote career workshops to increase participation of underrepresented students <b>(Career Services)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #3)
Create plan to develop initiatives for working with employers to build a recruitment strategy/pipeline at the University <b>(Career Services and Office of the Provost) [Perhaps Handshake tool in Career Services?]</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
Participate in trainings and offerings related to diversity <b>(Career Services) Redundant</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Continue to develop programming to create a diverse, engaging, and inclusive environment on campus. <b>(Carris Center Office)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Continue to increase the opportunities for diversity training for Student organizations, especially the leadership of the organizations <b>(Carris Center Office)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Continue to promote and support the creation of diverse Greek and student organizations <b>(Carris Center Office)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #3)
Participate in trainings and offerings related to diversity <b>(Carris Center Office)</b>	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #5)
Continue to reflect on and modify as necessary MuSU's curriculum, pedagogy and research efforts to determine where additional inclusivity initiatives are needed <b>(Office of the Provost)</b>	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #1)
Develop a clearly defined plan for collaboration with the academic adviser and instructor in processing early retention alerts and referrals. <b>(Office of the Provost)</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Survey the existing 100 T "transitions" course to determine what diversity modules are available <b>(Office of the Provost)</b>	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #1)
Recommend a diversity module appropriate for the 100 T "transitions" course format <b>(Office of the Provost)</b>	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #1)
Connect minority applicants with the Program Administrator - Diversity Initiative: Faculty Fellowship to discuss diversity statistics, offerings, etc. <b>(Office of the Provost)</b>	S		8-Completed
Provide a workshop focused on graduate school and the application process once each semester for underrepresented minorities (i.e. Emerging Scholars Institute, etc.) <b>(Office of the Provost) Redundant</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities) in June 2018.
Audit the Diversity Development Initiative (DDI) program administrator's report from meetings with the academic deans in order to revise recruitment strategies for the Faculty fellow program <b>(Office of the Provost)</b>	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Evaluate the effectiveness of services offered to existing student Veterans and identify initiatives for those areas of development <b>(Office of the Provost)</b>	S		8 - Completed
Establish initiatives to coordinate a one-stop portal for student Veterans including a website and contact information <b>(Office of the Provost)</b>	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Establish a plan for a two- or three-credit hour Diversity and Racial-Ethnicity Identity course to be available in the University Studies curriculum <b>(Office of the Provost)</b>	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Survey the current programming offered at the collegiate level which offers a diversity component <b>(Office of the Provost)</b>	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
Evaluate the effectiveness of current diversity-focused programming offered in the academic college and identify initiatives for needed programming <b>(Office of the Provost)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
Execute initiatives identified for needed programming <b>(Office of the Provost)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
Encourage participation in Mapworks® or related retention software training for new faculty to enhance the student retention efforts <b>(Office of the Provost)</b>	S		5 - This strategy was rendered invalid due to shifts in technology or software.
Evaluate the existing curriculum offerings focused on diversity by academic department to identify initiatives for needed curriculum changes <b>(Office of the Provost)</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Execute initiatives identified for curriculum changes <b>(Office of the Provost)</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Evaluate the professional development needs of existing faculty in the academic college and identify initiatives to connect faculty with the opportunities as the budget permits <b>(Office of the Provost)</b>	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Execute the identified initiatives which connect faculty with professional development related to diversity related professional development opportunities as the budget permits <b>(Office of the Provost)</b>	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Survey the current student organization and professional development offerings within the college which advance student employability via Handshake® or other software and identify initiatives to establish those entities <b>(Office of the Provost President) [Transfer over to the Office of the President's Section]</b>	S		8 - Completed
Connect students with opportunities for internships, professional development <b>(Office of the Provost)</b>	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #4)
Provide a mechanism for students to self-identify internship participation and employment secured along with what offerings at the University contributed to their successful connection with an internship or employment <b>(Office of the Provost) redundant</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Provide ongoing academic advising education to new and existing faculty <b>(Office of the Provost)</b>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
Continue to employ retention alerts. <b>(Office for Regional Academic Outreach) redundant</b>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).



### Diversity, Equity, and Inclusion Strategy Revision Request:

Murray State University is requesting to move forward with the following proposed REVISED strategies:

Current Strategy	Initiative O,S,I	Revised Strategy	Justification for Revision
Continue one-on-one advising at regional campuses ( <b>Center for Adult and Regional Education formerly the Office of Regional Academic Outreach</b> )	S		8 - Completed
Survey the students at the regional campus annually to determine obstacles to retention at each location ( <b>Center for Adult and Regional Education formerly the Office of Regional Academic Outreach</b> )	S		8 - Completed
Survey the existing opportunities for underrepresented and low income students to participate in study abroad offerings and identify initiatives for increasing participation ( <b>Office Education Study Abroad</b> )	S		8 - Completed
Execute initiatives identified to increase opportunities for study abroad participation by underrepresented students and track participation by underrepresented students ( <b>Office of Education Study Abroad</b> )	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Survey ways to continually provide the most diverse offerings of Study Abroad programs at Murray State University and identify appropriate initiatives ( <b>Office of Education Study Abroad</b> )	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Establish a plan for a two- or three-credit hour Diversity and Racial-Ethnic Identity course to be available in the University Studies curriculum. ( <b>Office of the Provost</b> )	S		1 - Budgetary restrictions no longer permit the exploration of this goal
Provide ongoing academic advising education to new and existing faculty. ( <b>Office of the Provost</b> )	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #1)
Educate underrepresented and low income student populations about available financial aid and/or scholarships for study abroad opportunities ( <b>Office of Education Study Abroad</b> )	S		8 - Completed
Track underrepresented and low income students who participate in study abroad and self-report use of available financial aid and/or scholarships ( <b>Office of Education Study Abroad</b> )	S		1 - Budgetary restrictions no longer permit the exploration of this goal
<del>Review language for policies presented to the Vice President for content which reflects inclusivity and aligns with federal and state policies regarding non-discrimination - without means to measure (Vice President for Finance &amp; Administrative Services)</del>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
<del>Review existing policies and procedures to identify initiatives for areas which may unknowingly serve as hurdles for inclusivity (Vice President of Administrative Services) (Vice President for Finance &amp; Administrative Services)</del>	S		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
<del>Execute initiatives for addressing the identified barriers for inclusivity (Vice President of Administrative Services) (Vice President for Finance &amp; Administrative Services)</del>	S		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
<del>Evaluate the professional development needs of existing staff in the unit, identify and execute initiatives to connect staff with the opportunities (Vice President of Administrative Services) (Vice President for Finance &amp; Administrative Services)</del>	S		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
<del>Conduct compensation study within schedule and work to implement recommendations from the study. (Vice President of Administrative Services) (Vice President for Finance &amp; Administrative Services)</del>	S		8 - Completed
<del>Ensure staff receive professional development on issues that support an inclusive work environment for students, faculty, and staff to interact and do business with FAS units. (Vice President of Administrative Services) (Vice President for Finance &amp; Administrative Services)</del>	S		8 - Completed
<del>Execute the identified initiatives to connect staff with the professional development opportunities which work within budgetary constraints of the institution (Vice President of Administrative Services) (Vice President for Finance &amp; Administrative Services)</del>	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Review mechanisms to increase financial aid for low-income, first-generation, and underrepresented groups and continue analysis of underrepresented minority non-enrollees to identify additional actions needed with respect to cost, value, and program availability ( <b>Student Financial Services</b> )	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #2)
Identify and seek out professional development opportunities for the unit directors teams that focus on diversity and inclusion which include utilization of existing professional membership resources available (such as CASE, PRSA, Chronicle of Higher Education, etc.) and on-campus and alumni expertise ( <b>Director of Communications</b> )	S		8 - Completed
Work collaboratively with the Office of Alumni Affairs volunteers and with the Office of Recruitment to enhance diversity recruitment initiatives ( <b>Director of Communications</b> )	S		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
Continue efforts to expand diversity representation in marketing efforts ( <b>Vice President of Administrative Services</b> ) ( <b>Director of Communications</b> )	S		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
Renew emphasis on PR coverage of diversity-related stories which include stronger media pitches on stories emphasizing the University's commitment to diversity and inclusion (e.g. MLK Day of Service story) ( <b>Director of Communications</b> )	S		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
Continue efforts to expand diversity representation in marketing efforts ( <b>Vice President of Administrative Services</b> ) ( <b>Director of Communications</b> )	S		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
<del>Evaluate the University's 47 funds designed to support underrepresented populations currently available and select 1 or 2 comprehensive gift funds to add to the general gift form (Director of Communications)</del>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Expand Racer-thon calling efforts to include all self-identified underrepresented populations ( <b>Director of Communications</b> )	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #2)
Work with the Office of Multicultural Affairs to identify existing awards and respective recipients that could be highlighted in the Hall of Benefactors or the Alumni Center ( <b>Director of Communications</b> )	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
Review the six-year graduation rate for underrepresented students and identify initiatives to address challenges and execute the identified initiatives to address challenges faced by underrepresented students ( <b>Office of the Provost and Office of Student Affairs</b> )	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
<del>Execute the identified initiatives to address challenges faced by underrepresented students (Office of the Provost and Office of Student Affairs) combined with another initiative</del>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Evaluate the existing advising model and identify initiatives to streamline the process, increase collaboration between the Office of Undergraduate and Transfer Admissions and departments, and improve effective communication between the advisor and the student ( <b>Office of the Provost and Office of Student Affairs</b> )	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #4)
Execute the identified initiatives to expand the existing advising model ( <b>Office of the Provost and Office of Student Affairs</b> )	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
<del>Survey the existing underrepresented students to determine the advising support needs and establish degree completion initiatives (Office of the Provost and Office of Student Affairs) combined with another initiative</del>	S		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Execute degree completion initiatives specifically the 30,60, 90 hour outreach effort ( <b>Office of the Provost and Office of Student Affairs</b> )	S		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #1)
Review the retention data from underrepresented students who withdraw from the institution to determine the unmet needs and establish a retention initiative ( <b>Office of the Provost and Office of Student Affairs</b> )	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
Execute retention initiatives that address the persistence barriers for underrepresented and low income students who separate from the institution ( <b>Office of the Provost and Office of Student Affairs</b> )	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #2)

### Diversity, Equity, and Inclusion Strategy Revision Request:

Murray State University is requesting to move forward with the following proposed REVISED strategies:

Current Strategy	Initiative O.S.I	Revised Strategy	Justification for Revision
Survey mechanisms for increasing awareness of identified institutional STEM+H degrees offered (Office of the Provost)	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
Execute enhanced marketing strategies for identified STEM+H degrees for underrepresented groups specifically (Office of the Provost)	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
Identify and promote pathways for early selection of major by undeclared students and track the declaration of major by undeclared students (Office of the Provost)	S		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #2)
Ensure staff receive professional development on issues that support an inclusive work environment for students, faculty, and staff that interact and do business with Finance and Administrative Service units. (Office of Finance & Administrative Services)	I		8 - Completed
Identify officer(s) to participate in the U.S. Department of Justice "Fair and Impartial Policing" training as a means for understanding how bias including implicit or unconscious affects behavior and impacts the community. (Office of Finance and Administrative Services, University Police)	I		8 - Completed
Conduct a session for informal feedback from underrepresented minorities within the workforce at the institution and share results with appropriate constituency groups to address any matters which impact perceived inclusiveness within the work climate (Office of the President)	I		8 - Completed
Participation in diversity and inclusion training opportunities for senior leadership team (Office of the President)	I		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #5)
Implementation of best practices in selecting and hiring processes (Office of the President)	I		8 - Completed
Development and Implementation of the Diversity Hiring Fund (Office of the President)	I		8 - Completed
Participation in diversity and inclusion training opportunities for senior leadership team (Office of the President)	I		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #5)
Participation in diversity and inclusion training opportunities for senior leadership team (Office of the President)	I		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #5)
Include as part of the performance evaluation for all Vice Presidents, feedback about their progress toward an inclusive climate within their division and require a plan submission to IDEA to address development needs (Office of the President)	I		8 - Completed
Work with PCDI on its reconstitution of goals and mission (Office of the President)	I		8 - Completed
Continue to monitor the success of efforts to create a diverse workforce (Office of IDEA)	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Research strategies to improve the success of search processes in identifying and assessing the credentials of applicant pool, specifically underrepresented groups (Office of IDEA)	I		8 - Completed
Provide recommendations within PeopleAdmin of venues and/or methods to expand the advertising efforts for each exempt level position at the University (Office of IDEA)	I		8 - Completed
Receive, review, and recommend for approval Authorization to Interview Form submissions and any justification requests for all external searches noting trends (Office of IDEA)	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Assist the institution with resurveying the campus to gauge the campus climate. The result of this survey will direct the efforts for retention of the highest caliber faculty and staff (Office of IDEA & PCDI)	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Provide avenues for information dissemination (i.e., workshops, newsletters) that foster an inclusive work environment and allow students, faculty, and staff to interact and develop intercultural skills (Office of IDEA)	I		8 - Completed
Update the Diversity Recruitment Resource Guide and publish on website (Office of IDEA)	I		2 - This strategy is a supportive action step to accomplish another strategy. (Revised Strategy PROPOSED REVISED STRATEGY #6)
Investigate where barriers may exist in terms of interviewing and hiring underrepresented populations and work with institution to determine where improvements can be made through process (Office of IDEA)	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Investigate where barriers may exist in terms of retaining underrepresented populations and work with institution to determine where improvements can be made through process (Office of IDEA)	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Include as a part of the performance evaluation for all direct reports feedback about their progress toward an inclusive climate within the division and require an action step to address development needs	I		8 - Completed
Integrate the achievement of diversity initiatives as a critical component when evaluating the performance of Directors and Administrative staff	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Participate in workshops that foster an inclusive work environment and allow students, faculty, and staff to interact and develop intercultural skills as time and budget permits	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Promote professional development opportunities for faculty and staff within institutional budgetary constraints	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Create and maintain a dynamic top-level landing page on MuSU's website that will communicate a culture of diversity and inclusion to enhance overall diversity recruitment of faculty and staff (Office of Human Resources)	I		8 - Completed
Conduct an annual review of personnel policies and procedures regarding promotion, advancement, and disciplinary actions that could have an unintended negative impact on diversity initiatives (Office of Human Resources)	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Encourage employee participation in diversity training module (Office of Human Resources)	I		8 - Completed
Ensure staff receive professional development on issues that support an inclusive work environment for students, faculty, and staff to interact and do business with FAS units. (Vice President of Finance & Administrative Services)	I		8 - Completed
Monitor feedback from staff exit interviews to analyze trends and respond to concerns. Meet with IDEA as needed to discuss any diversity retention trends or concerns identified in the exit interview process (Office of Human Resources)	I		1 - Budgetary restrictions no longer permit the exploration of this goal
Establish a minority focus group if employment separation trends raise diversity concerns (Office of Human Resources)	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Enhance the training program for supervisory personnel to develop skills to recruit, manage, and mentor diverse people and cultures (Office of Human Resources)	I		8 - Completed
Survey and track the population of employees who receive Employee Disciplinary Reports (EDRs) to analyze the trends and create initiatives to address any developmental needs (Office of Human Resources)	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Conduct compensation study within schedule and work to implement recommendations from the study. (Vice President of Finance & Administrative Services) Multi-year project	I		8 - Completed
Conduct compensation study within schedule and work to implement recommendations from the study. (Vice President of Finance & Administrative Services) Multi-year project	I		8 - Completed
Meet with employees individually when there are demonstrated performance issues to develop a performance improvement plan to help the employee be more successful (Office of Human Resources)	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)

### Diversity, Equity, and Inclusion Strategy Revision Request:

Murray State University is requesting to move forward with the following proposed REVISED strategies:

Current Strategy	Initiative O,S,I	Revised Strategy	Justification for Revision
Continue to review effectiveness of current means of advertising (Office of Human Resources)	I		4 - This strategy is duplicative and is addressed in another strategy. (Supports all strategies)
Support, encourage, and track professional development for employees (Academic Chairs, Deans)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Meet (quarterly or semi-annually) with employees individually outside the performance evaluation process to discuss any concern about the work environment and solicit feedback (Academic Chairs, Deans)	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Continue to encourage professional development for faculty (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Meet (quarterly or semi-annually) with faculty individually outside the performance evaluation process to discuss concerns about the work environment and solicit feedback (Office of the Provost)	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Encourage participation in HR training programming for supervisor personnel for skill enhancement and track participation-Redundant	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Include as a part of the performance evaluation for all direct reports feedback about their progress toward an inclusive climate within the division and require an action step to address development needs	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
Participate in workshops that foster an inclusive work environment and allow students, faculty, and staff to interact and develop intercultural skills as time and budget permits	I		7 - Removed from our plan as per approval from the CEO (Committee on Equal Opportunities) in June 2018.
Audit existing course curriculum to determine cultural co-cultural offerings and promote as appropriate (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #1)
Survey department/unit climate annually and analyze findings and address development needs with unit heads (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Distribute information from Southern Regional Education Board (SREB) to all deans (Office of the Provost)	I		1 - Budgetary restrictions no longer permit the exploration of this goal
Evaluate initiatives submitted by the Deans which develop awareness programs for untenured tenure track underrepresented faculty which would increase their likelihood of obtaining tenure and/or promotion (Office of the Provost)	I		3 - This strategy was re-worded to address inartful design and support the use of effective metrics. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
The Diversity Development Initiative (DDI) program administrator will meet annually with deans to determine anticipated job openings and then specifically recruit potential DDI fellowship candidates for these positions (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
The DDI program administrator will work with Branding, Marketing and Communication to develop a strong marketing campaign to include a web presence for the DDI program (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Establish a Student Affairs Diversity Task Group (SADTG) (Student Affairs)	I		8 - Completed
Establish a Student Inclusive Excellence Advisor Team (SIEAT) (Student Affairs)	I		8 - Completed
Increase the number of new freshmen minority students enrolling at Murray State University. The focus will be on African American students. (Associate Vice President of Enrollment Management)	I		8 - Completed
Increase the number of submitted first time freshman admission applications from minority students. (Associate Vice President of Enrollment Management)	I		8 - Completed
The Office of Branding, Marketing and Communication will work with the Office of Human Resources to develop a new employee recruitment site showcasing the University, benefits and the community/region. (Vice President of Branding, Marketing & Communication)	I		8 - Completed
Increase development activities to support diversity programming and faculty recruitment/retention initiatives. (Vice President of Branding, Marketing & Communication)	I		8 - Completed
Develop a support awareness program offering for untenured tenure track underrepresented faculty to successfully navigate the tenure and promotion process (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Conduct an informal session with underrepresented minorities annually to obtain feedback about the level of support or development needs for the area as it relates to retention and promotion of faculty (Office of the Provost)	I		8 - Completed
Integrate the achievement of diversity initiatives as a component of evaluation process for Academic Chairs (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)
Participate in workshops that foster an inclusive work environment and allow students, faculty, and staff to interact and develop intercultural skills as time and budget permits (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #5)
Actively recruit from the information gathered through conferences and fairs which yield contact information about minorities with applicable terminal degrees (i.e., Southern Regional Educational Board (SREB), etc.) (Office of the Provost)	I		1 - Budgetary restrictions no longer permit the exploration of this goal
Meet with Provost for an annual review for denials of tenure and promotion and create initiatives to address any roadblocks or concerns, especially for underrepresented minorities (Office of the Provost)	I		4 - This strategy is duplicative and is addressed in another strategy. (Revised Strategy - PROPOSED REVISED STRATEGY #6)

<b>Key</b>	<b>Suggested Justification Options:</b>
	1 Budgetary restrictions no longer permit the exploration of this goal
	2 This strategy is a supportive action step to accomplish another strategy.
	3 This strategy was re-worded to address inartful design and support the use of effective metrics.
	4 This strategy is duplicative and is addressed in another strategy.
	5 This strategy was rendered invalid due to shifts in technology or software.
	6 This strategy was rendered invalid due to a cascading set of leadership shifts and shifting directives.
	7 This strategy was removed from our plan as per approval from the CEO (Committee on Equal Opportunities).
	8 This strategy has been completed.

<b>Names</b>	<b>Abbreviation</b>
Opportunity	O
Success	S
Impact	I

## **Owensboro Community & Technical College Diversity, Equity, and Inclusion Strategy Revision Request**

Owensboro Community & Technical College is requesting to move forward with the following proposed strategies:

### **Opportunity:**

1. Offer academic support for URM students and students with disabilities, first-generation college students, and low-income students.
2. Offer personal support for URM students and students with disabilities, first-generation college students, and low-income students.
3. Foster and develop relationships with Hispanic members of the service community to increase awareness of educational opportunities at OCTC.
4. Promote opportunities at OCTC to URM populations through programming such as Super Sunday.
5. Partner with area high schools and community organizations serving URM students to promote and provide higher education opportunities for students.
6. Promote education and awareness of LBGQTQIA students.
7. Establish the Pathfinder Den to promote career and transfer opportunities to OCTC students.
8. Develop agreements with key transfer partners such as WKU, Brescia University, and Kentucky Wesleyan College, to alleviate barriers that may hinder students following through with plans to transfer.
9. Change the advising process to better serve students at the point of intake.

### **Success:**

10. Reduce the number of URM students who experience Financial Aid Suspension.
11. Increase student engagement in campus support programs (TRIO, Office for Diversity, Counseling Center, and Pathfinder Den).
12. Attain Key Enrollment Indicator (KEI) targets for retention and persistence.
13. Improve academic advising process through advisor training.
14. Improve academic success for low-income and URM students who participate in TRIO.

### **Impact:**

15. Strategically market all full-time positions advertised to minority audiences, such as career services and academic administration departments at Historically Black Colleges and Universities (HBCUs), academic institutions with minority programs in place, and minority professional networks and organizations.
16. Work with campus representatives and community members to explore the atmosphere on campus and/or the surrounding community and consider its impact on the college's ability to retain diverse faculty and staff.

Following is a detailed explanation for each proposed strategy revision (all changes are in response to CPE recommendations or updates to wording for clarity).

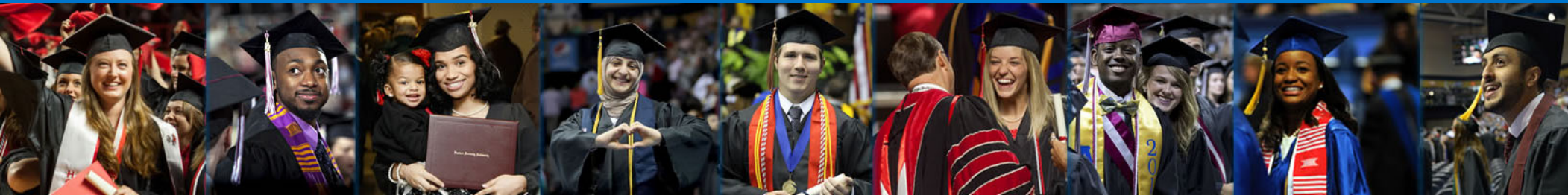
<b>Opportunity</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #1</b>	<b>Justification</b>
1. Focus on offering academic and personal support for students with disabilities, first-generation college students, and low-income students	1. Offer academic support for URM students and students with disabilities, first-generation college students, and low-income students.	Response to CPE recommendation: "There was a minor concern raised about the scope of the actions necessary to successfully support the very broad goals of #1. The institution may wish to divide these strategies into "academic supports" and "personal supports" for clarity in future plans."
<b>Current Strategy</b>	<b>Proposed Strategy #2</b>	<b>Justification</b>
N/A (Strategy #1 was split into two strategies)	2. Offer personal support for URM students and students with disabilities, first-generation college students, and low-income students.	Response to CPE recommendation: "There was a minor concern raised about the scope of the actions necessary to successfully support the very broad goals of #1. The institution may wish to divide these strategies into "academic supports" and "personal supports" for clarity in future plans."
<b>Current Strategy</b>	<b>Proposed Strategy #4</b>	<b>Justification</b>
3. Continue to promote opportunities at OCTC to minority populations through the Super Sunday program.	4. Promote opportunities at OCTC to URM populations through programming such as Super Sunday.	Response to CPE recommendation: "The team would like to see some "stronger" language used in the approved strategies. "Continue to promote" is a very weak standard, which makes it hard to assess. This applies across the board."
<b>Current Strategy</b>	<b>Proposed Strategy #5</b>	<b>Justification</b>
4. Partner with area high schools and community organizations serving minority students to promote and provide higher education Opportunities students and community members.	5. Partner with area high schools and community organizations serving URM students to promote and provide higher education opportunities for students	Reworded for clarity—no substantive change to the strategy.
<b>Current Strategy</b>	<b>Proposed Strategy #6</b>	<b>Justification</b>
5. Promote education and awareness of LBGTQA students.	6. Promote education and awareness of LBGTQIA students.	Changed "LBGTQA" to "LBGTQIA"
<b>Current Strategy</b>	<b>Proposed Strategy #7</b>	<b>Justification</b>
6. Transfer, Retention and Advising Center (TRAC Central) has been established to promote transfer opportunities to OCTC students.	7. Establish the Pathfinder Den to promote career and transfer opportunities to OCTC students.	Reflects incorporation of TRAC Central into new Pathfinder Den (centralized advising/student success center) and response to CPE recommendation: "This is a dead strategy, as written. It says you did something not you are going to DO something. Consider revising going forward."
<b>Current Strategy</b>	<b>Proposed Strategy #8</b>	<b>Justification</b>

7. Review and Revise the joint admissions process with WKU to alleviate barriers that may hinder students following through with plans to transfer.	8. Develop agreements with key transfer partners such as WKU, Brescia University, and Kentucky Wesleyan College, to alleviate barriers that may hinder students following through with plans to transfer.	Refocusing on transfer agreements in general in response to CPE recommendation: "This is now a dead strategy and should be removed or rewritten to better reflect the decision to sunset the "joint admission" process."
<b>Success</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #10</b>	<b>Justification for Revision</b>
9. Reduce the number of underrepresented minority students who experience Financial Aid Suspension.	10. Reduce the number of URM students who experience Financial Aid Suspension.	Changed "underrepresented minority" to "URM" to be consistent in the use of the acronym in all strategies.
<b>Current Strategy</b>	<b>Proposed Strategy #11</b>	<b>Justification for Revision</b>
10. Increase student engagement in campus support programs (TRIO, Office for Diversity, and TRAC Central).	11. Increase student engagement in campus support programs (TRIO, Office for Diversity, Counseling Center, and Pathfinder Den).	Update to office listings (TRAC is now part of Pathfinder Den and the Counseling Center has expanded its services)
<b>Current Strategy</b>	<b>Proposed Strategy #12</b>	<b>Justification for Revision</b>
11. Attainment of Key Enrollment Indicator (KEI) targets for retention and persistence.	12. Attain Key Enrollment Indicator (KEI) targets for retention and persistence.	Changed "Attainment of" to "Attain" to make the first word an action verb as used with the other strategies.
<b>Current Strategy</b>	<b>Proposed Strategy #13</b>	<b>Justification for Revision</b>
12. Improve academic advising process by creating advisor training.	13. Improve academic advising process through advisor training.	The advisor training program has been created and is being continuously improved.
<b>Current Strategy</b>	<b>Proposed Strategy #14</b>	<b>Justification for Revision</b>
13. Improve academic success for low-income and underrepresented minority students who participate in TRIO.	14. Improve academic success for low-income and URM students who participate in TRIO.	Changed "underrepresented minority" to "URM" to be consistent in the use of the acronym in all strategies.
<b>Impact</b>		
<b>Current Strategy</b>	<b>Proposed Strategy #</b>	<b>Justification for Revision</b>
(no changes)		



**PowerPoint Slides & other Resources  
referenced during the meeting**





# Annual Evaluation Report Diversity, Equity and Inclusion Policy Implementation

June 22, 2020

Travis Powell - Vice President and General Counsel

Dawn Offutt, Ed.D. – Director

Deverin Muff - Associate



# Diversity Policy

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- The Desegregation Plan (1982)
- The Committee on Equal Opportunities (2008)
  - KRS 164.020(19)
  - 13 KAR 2:060(19) – Kentucky Public Postsecondary Education Diversity Policy (2010)
- Kentucky Public Postsecondary Education Policy for Diversity, Equity and Inclusion (2016)

# Diversity Plans



- Address the goals/strategies in the three focus areas: Opportunity, Success and Impact
- Outline an appropriate plan for assessment
- Must demonstrate institution-wide responsibility
- The Committee on Equal Opportunity provides policy oversight and plan implementation.

# Diversity, Equity, and Inclusion Plan Report Evaluation

- Annual Report (2019)
  - Qualitative Report Submitted in March.
  - 2018 - 2019 Data Analyzed.
- Evaluated based on a Rubric Divided into 2 Sections.

## Quantitative

Universities - 18 possible points  
KCTCS - 16 possible points

## Qualitative

18 possible points

## Minimum Score for Eligibility to Offer New Programs

24 for Universities  
22 for KCTCS Institutions

# Diversity, Equity, and Inclusion Plan Report Evaluation

## – Quantitative

- Evaluation of progress toward targets set in the following areas:
  - Undergraduate and Graduate Enrollment\*
  - 1<sup>st</sup> to 2<sup>nd</sup> Year Retention (URM and Low Income)
  - Graduation Rate (URM and Low Income)
  - Degrees Conferred/Credentials Awarded (URM and Low Income)
  - Workforce Diversity
- 9 areas for Universities and 8 areas for KCTCS Institutions\*
- Scoring
  - 2 – Annual target met or exceeded.
  - 1 – Annual target not met, but value is greater than the 2015-2016 baseline.
  - 0 – Annual target not met and value is less than the 2015-2016 baseline.
- Maximum of 18 Points for Universities and 16 Points for KCTCS Institutions

# Diversity, Equity, and Inclusion Plan Report Evaluation

## – Qualitative

- 3 focus areas: Opportunity, Success, and Impact
- Each institution's plan identified strategies designed to meet the goals set forth in each of these focus areas.
- For each focus area, reports were evaluated on the following criteria: Implementation of Strategies with Fidelity, Analysis of Strategy Effectiveness, Lessons Learned and Next Steps
- The 3 evaluation areas are each scored in the following manner:
  - 2- Meets or Exceeds Expectations
  - 1- Making Progress Toward Meeting Expectations
  - 0 – Does Not Meet Expectations
- Maximum of 18 Points
  - 3 policy areas, each with 3 evaluation areas and a maximum of 2 points in each category

# Evaluation Process Timeline

October 2019	Technical Assistance for Report Writing
February 2020	Strategies verified in the new reporting tool
February 2020	Review Teams Calibration Meeting
March 2, 2020	Diversity Plan Reports Due
March 6, 2020	Reports Disseminated to Review Teams
April 27, 2020	Initial scores reported to CEO
May 1, 2020	Resubmission requests due to CPE
June 1, 2020	Revised reports due to CPE
June 12, 2020	Review Teams' reevaluations due
June 17, 2020	Institutions notified of score for revised report
June 19, 2020	Final scores reported to CPE Board
June 22, 2020	Final scores reported to the CEO
July 1, 2020	Improvement plan instructions given to institutions not meeting the minimum required score

4-YEAR INSTITUTIONS									
GOALS	UK	EKU	UL	MuSU	MoSU	KSU	NKU	WKU	
Undergraduate Enrollment	2	0	2	2	2	2	2	0	2
Graduate Enrollment	2	0	2	2	2	2	2	0	2
1st-2nd Year Retention (URM)	1	1	0	1	1	1	2	0	1
1st-2nd Year Retention (low-income)	1	1	1	2	0	2	2	1	1
6-year Graduation Rate (URM)	1	0	1	0	2	1	2	2	1
6-year Graduation Rate (low-income)	2	1	1	1	1	1	1	2	0
Degrees Conferred (URM)	2	2	2	0	2	0	2	2	2
Degrees Conferred (low-income)	1	0	1	0	0	0	0	0	0
Workforce Diversity	1	1	1	1	0	1	1	1	1
<b>Opportunity</b>									
Implementation	2	1	2	1	2	1	2	2	2
Effectiveness	2	0	1	2	2	1	2	2	1
Lessons Learned	2	1	2	2	2	2	2	2	2
<b>Success</b>									
Implementation	2	1	2	1	2	2	2	2	2
Effectiveness	2	2	2	2	2	2	2	2	2
Lessons Learned	2	2	2	2	2	2	2	2	2
<b>Impact</b>									
Implementation	2	1	2	1	2	1	2	2	2
Effectiveness	1	1	2	2	2	1	2	2	2
Lessons Learned	2	2	2	2	1	1	2	2	2
<b>Total (out of 36)</b>	<b>30</b>	<b>17</b>	<b>28</b>	<b>24</b>	<b>27</b>	<b>24</b>	<b>26</b>	<b>27</b>	



# 2018-19 Final Scores

KCTCS																
GOALS	ACTC	BSCTC	BCTC	ECTC	GCTC	HCTC	HenCC	HopCC	JCTC	MadCC	MayCTC	OCTC	SomCC	SKYCTC	SKCTC	WKCTC
Undergraduate Enrollment	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
1st - 2nd Year Retention (URM)	2	1	2	0	2	0	2	2	1	2	1	0	1	0	0	1
1st - 2nd Year Retention (low-income)	2	0	2	1	2	1	2	2	2	2	0	2	1	2	2	2
3-year Graduation Rate (URM)	2	2	2	2	2	2	2	0	2	0	2	0	1	2	0	2
3-year Graduation Rate (low-income)	2	2	1	2	2	2	2	0	2	2	2	2	2	2	2	2
Degrees Conferred (URM)	2	0	2	2	2	0	2	1	2	2	0	2	1	2	2	2
Degrees Conferred (low-income)	0	0	2	0	2	2	0	0	2	2	2	2	1	1	2	2
Workforce Diversity	1	0	1	0	1	2	0	0	0	1	2	1	1	0	1	1
<b>Opportunity</b>																
Implementation	2	2	2	2	1	2	2	1	2	1	1	2	0	2	2	1
Effectiveness	2	2	2	2	1	1	2	1	2	1	2	2	0	2	2	1
Lessons Learned	2	2	2	2	1	2	2	2	1	2	1	2	1	2	2	1
<b>Success</b>																
Implementation	2	1	2	2	1	2	2	2	2	2	2	2	2	2	2	1
Effectiveness	1	1	2	1	1	2	2	2	2	2	1	2	1	2	2	0
Lessons Learned	2	1	2	2	1	2	2	2	2	2	2	2	2	2	2	0
<b>Impact</b>																
Implementation	2	2	2	2	1	2	2	2	2	2	1	2	2	2	2	2
Effectiveness	1	2	2	2	1	2	2	1	2	1	2	2	2	2	2	1
Lessons Learned	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2
<b>Total (out of 34)</b>	<b>29</b>	<b>22</b>	<b>32</b>	<b>26</b>	<b>24</b>	<b>28</b>	<b>30</b>	<b>22</b>	<b>30</b>	<b>28</b>	<b>25</b>	<b>29</b>	<b>22</b>	<b>29</b>	<b>29</b>	<b>23</b>

# Final Evaluation Scores

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The following institutions did not meet the minimum requirements:

- Eastern Kentucky University

Next Steps:

- Develop a performance improvement plan identifying specific strategies and resources dedicated to addressing deficiencies.
- CEO may recommend a site visit.
- Once the plan is improved, the institution may request a waiver to offer a new academic program if the institution can provide assurance that new program will not divert resources from improvement efforts.

# High Impact Practices

## **Opportunity – University of Louisville**

- Strategy: Implement best practices related to financial aid scholarship assistance to increase enrollment of underrepresented minorities (reduced application fees and scholarship)

## **Success - Bluegrass Community and Technical College**

- Strategy: Develop and implement a comprehensive array of academic, career, and support services for underrepresented minority (URM) students

## **Impact - Northern Kentucky University**

- Strategy: Increase the diversity of faculty, management, and staff by ensuring search process are equitable and consistently applied

# Diversity, Equity and Inclusion Initiatives

## DEI Initiatives

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- Higher EDquity Symposium
- Cultural Competence Certification
- Academic Leadership Development Institute
- DEI and COVID -19 Resource Hub
- Higher EDquity Webinar Series

<http://cpe.ky.gov/ourwork/diversity.html>

# Questions or comments about CPE's diversity efforts?

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