

KCTCS Strategic Goal #3: Expand Diversity and Global Awareness

Gateway Strategic Goal 3.1: Establish and Maintain Commitment to Diversity through Institutional Leadership

Strategic Outcomes	Strategies	Timeframe	Primary Responsibility	Assessment Measures	Mission Component
3.1.1 Illustrate importance of diversity through the establishment of a Diversity Office.	- Establish a budget for the implementation of Gateway College's Cultural Diversity Strategic Plan.	Establish Spring 2008	- Gateway Community & Technical College President	- Establish an increasing budget for the establishment and addition of staff and facilities to assist in the implementation of Gateway College's Cultural Diversity Strategic Plan	- Diversity & Cultural Awareness
	- Create an Office of Diversity for the implementation of the Cultural Diversity Strategic Plan.	Establish Spring 2008	- Gateway Community & Technical College President	- An Office of Diversity will be in place for the Spring 2008 semester to implement and coordinate Gateway College's Cultural Diversity Strategic Plan	- Diversity & Cultural Awareness
3.1.2 Increase faculty and staff participation in diversity activities.	- Reward existing programs/departments/individuals for commitment and inclusion to/of diversity.	Start Fall 2008	- College Provost - All Vice Presidents	- 3 opportunities for rewards will be offered per year through recognition at college-wide meetings	- Student Success: -- Completion -- Retention
	- Reward diversity enhancing ideas with possible funds for implementation.	Start Spring 2009	- College Provost - All Vice Presidents	- Make funds available 2 times per year in the form of mini-grants	- Student Success: -- Completion -- Retention
3.1.3 Formally state commitment to diversity through policy language.	- Add and express core values, vision, mission, goals, and objectives in New Employee Orientation, Student Handbook, and website.	Start Fall 2007	- Director of Human Resources - Dean of Students - Webmaster	- Additions made by Fall 2007 with items revisited every two years	- Diversity & Cultural Awareness

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

	- Revise Code of Conduct to include behaviors inconsistent with Gateway College inclusion and diversity goals.	Conclude December 2007	- Dean of Students	- Revision to occur before the beginning of the Fall 2007 semester	- Diversity & Cultural Awareness
	- Conduct campus and departmental forums to communicate policy to all.	Start Fall 2007	- Director of Human Resources - Campus Administrators	- 2 forums to be conducted per year	- Diversity & Cultural Awareness
	- Revise non-discriminatory statement to include actions and behaviors which reflect discrimination.	Conclude January 2008	- Director of Human Resources	- Revision to occur before the beginning of the Fall 2007 semester	- Diversity & Cultural Awareness
	- Add revised non-discrimination and sexual harassment statements to website.	Conclude January 2008	- Webmaster	- Addition of the revised statements by the beginning of the Fall 2007 semester	- Diversity & Cultural Awareness
	- Revise non-discriminatory statement to include consequences for discriminatory behavior.	Conclude January 2008	- Director of Human Resources	- Revision to occur before the beginning of the Fall 2007 semester	- Diversity & Cultural Awareness
3.1.4 Strengthen the presence and utilization of Gateway College's Cultural Diversity Team.	- Post Cultural Diversity Team goals and mission at all Gateway College meetings and at all campuses.	Start Spring 2008	- Cultural Diversity Team Chair	- Posting of Cultural Diversity Team goals and mission starting with meetings kicking off the Fall 2007 semester	- Student Success: -- Completion -- Retention
	- State goals and purpose of the Cultural Diversity Team in the Student Handbook.	Start Fall 2007	- College Provost - Dean of Students	- Addition of Cultural Diversity Team information to the Student Handbook by Fall 2007	- Student Success: -- Completion -- Retention
	- Install Cultural Diversity Team members as diversity and inclusion liaisons with internal and external partners.	Start October 2007	- Vice President Resource Development and External Affairs	- 6 partnerships per academic year will be investigated and forged (i.e. ACLU, NAACP, and Centro de Amistad)	- Community Outreach: -- Number and success of community partnerships

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

	- Collaborate with Gateway College's Dean of Institutional Research, Planning, and Effectiveness to conduct diversity and inclusiveness surveys, assess programs, and implementation of diversity strategic plan.	Start Spring 2007	- Dean of Institutional Research, Planning, and Effectiveness - Cultural Diversity Team	- Invite Dean of Institutional Research, Planning, and Effectiveness to every Cultural Diversity Team meeting	- Student Success: -- Completion -- Retention - Support for Learning: -- Results from CCSSE
	- Revisit annually the Bridges report regularly along with the Dean of Institutional Research, Planning, and Effectiveness to determine progress made toward the reports recommendations.	Start Spring 2008	- Dean of Institutional Research, Planning, and Effectiveness - Cultural Diversity Team	- Establish an annual month for revisitation of the Bridges report	- Diversity & Cultural Awareness
3.1.5 Increase diversity training and awareness opportunities.	- Provide diversity and diversity skills training for faculty, staff, and students.	Start Spring 2008	- Director of Human Resources - Student Life - Title III	- 4 trainings to be provided per year	- Student Success: -- Completion -- Retention
	- Include inclusion and diversity value statements in the New Employee and Student Orientation.	Start Spring 2008	- Director of Human Resources & Enrollment Management	- Inclusion of statements to coincide with the start of the Fall 2007 semester	- Diversity & Cultural Awareness
	- Recruit faculty and staff of KCTCS, other KCTCS schools, local colleges, and universities to provide training for Gateway College.	Start Spring 2008	- Cultural Diversity Team	- At least 1 training per year should be provided by a faculty or staff member from a location other than Gateway College faculty and staff	- Student Success: -- Completion -- Retention
	- Provide conflict resolution and problem solving training for faculty, staff, and students.	Start Spring 2008	- Director of Human Resources - Student Life - Title III	- 4 trainings to be provided per year	- Student Success: -- Completion -- Retention

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

	- Collaborate with disabilities coordinator to provide disabilities training.	Start Fall 2007	- Director of Human Resources - Disability Services	- 2 trainings to be provided per year	- Accessibility: -- ADA compliance
	- Offer diversity and education with Community Based Organizations serving target populations.	Start Fall 2007	- Director of Human Resources - Vice President Resource Development and External Affairs - Title III	- At least 2 trainings per year should be provided by a Community Based Organization serving target populations	- Student Success: -- Completion -- Retention
3.1.6 Revise Gateway College evaluations to reflect diversity.	- Include commitment to diversity and skill building.	Start Summer 2008	- Director of Human Resources - Supervisors	- Additions to be made to the Performance Planning Evaluation in time for the 2008/2009 academic year	- Diversity & Cultural Awareness - Student Success: -- Completion -- Retention
	- Reflect attendance at diversity focused trainings and events.	Start Summer 2008	- Director of Human Resources - Supervisors	- Additions to be made to the Performance Planning Evaluation in time for the 2008/2009 academic year	- Diversity & Cultural Awareness - Student Success: -- Completion -- Retention
3.1.7 Establish oversight mechanisms to arbitrate diversity issues.	- Establish Anti-Bias Board and ombudsperson to investigate allegations of discrimination including working with Human Resources office when a discrimination allegation is made.	Start Spring 2008	- Director of Human Resources - Cultural Diversity Team	- Mechanisms for the diversity arbitration should be established by Spring 2008	
3.1.8 Advocate for an ethnically diverse Board of Directors.	- Continue with a Board of Directors which reflects diversity.	Conclude Fall 2007	Kentucky Community & Technical College System	- Diversity in the current Board of Directors (1 African American and 3 Women) will at least be maintained in the Board to be in place by Summer 2007	- Diversity & Cultural Awareness

Gateway Strategic Goal 3.2: Create a Campus Environment which Recognizes and Values Diversity

Strategic Outcomes	Strategies	Timeframe	Primary Responsibility	Assessment Measures	Mission Component
3.2.1 Promote diversity awareness through communication in print and computer based technologies.	- Display Cultural Diversity Teams goals and purpose at all college meetings and at all campuses.	Start Spring 2008	- Cultural Diversity Chair	- Posting of Cultural Diversity Team goals and mission starting with meetings kicking off the Fall 2007 semester	- Student Success: -- Completion -- Retention
	- Provide diversity newsletter available through print and the Gateway College website.	Start Spring 2008	- Cultural Diversity Team - Webmaster	- Newsletters will be made available once per month	- Student Success: -- Completion -- Retention
	- Provide "get to know you" items for Gateway College faculty, staff, and departments through print newsletters, the website, and displays on the college campuses.	Start Spring 2008	- Cultural Diversity Team - Webmaster	- "Get to know you" items will be updated every month	- Student Success: -- Completion -- Retention
	- Facilitate blogging among faculty, staff, and students focusing on diversity and inclusion issues.	Start Spring 2008	- Webmaster - Student Life	- Blogging will be facilitated to coincide with the Fall 2007 semester	- Student Success: -- Completion -- Retention - Support for Learning: -- Results from CCSSE
3.2.2 Provide diversity awareness and interaction through events.	- Promote internal and external events which promote diversity and inclusiveness.	Start Spring 2008	- Cultural Diversity Team - Student Life	- 10 events will be promoted per year	- Student Success: -- Completion -- Retention
	- Provide "get to know you" items for Gateway College faculty, staff, and departments at	Start Spring 2008	- Cultural Diversity Team	- "Get to know you" items will be updated every month	- Student Success: -- Completion -- Retention

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

	college-wide meetings.				
	- Provide events for diversity sharing and networking across cultures including events conducted in coordination with NKU.	Start Spring 2008	- Student Life	- 4 events will be conducted per year	- Student Success: -- Completion -- Retention - Support for Learning: -- Results from CCSSE
	- Provide opportunities where personal testimonials of diversity and inclusion can be expressed.	Start Spring 2008	- Student Life	- Testimonials will be provided each month through all newsletters and as part of college-wide meetings trainings as appropriate	- Student Success: -- Completion -- Retention - Support for Learning: -- Results from CCSSE
	- Provide multi-cultural food tasting events.	Start Fall 2007	- Student Life	- 2 food tasting events will be provided per year	- Student Success: -- Completion -- Retention - Support for Learning: -- Results from CCSSE
	- Broadcast universal cultural events as they occur (i.e. Olympics).	Start Spring 2008	- Student Life	- 4 events will be broadcasted per month	- Student Success: -- Completion -- Retention - Support for Learning: -- Results from CCSSE
3.2.3 Involve Student Government Association in the implementation of Gateway College's diversity and inclusiveness strategic plan.	- Recruit at least one representative from the Student Government Association to service on the Cultural Diversity Team.	Start Fall 2007	- Student Life	- Cultural Diversity Team will have at least one student representative beginning with the Fall 2007 semester	- Support for Learning: -- Results from CCSSE -- Evaluation of student support outcomes

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

	- Provide diversity and diversity skills training to Student Government Association leadership.	Start Spring 2008	- Student Life	- 2 trainings to be provided per year	- Support for Learning: -- Results from CCSSE -- Evaluation of student support outcomes
	- Promote the Student Government Associations mission and goals at student orientations, on Gateway College campuses, and at events open to students.	Start Fall 2007	- Enrollment Management - Student Life	- Student Government Association mission and goals will be posted starting with the kick off of the fall 2007 semester	- Support for Learning: -- Results from CCSSE -- Evaluation of student support outcomes
	- Provide conflict resolution and problem solving training to Student Government Association.	Start Spring 2008	- Student Life	- 2 trainings to be provided per year	- Support for Learning: -- Results from CCSSE -- Evaluation of student support outcomes

Gateway Strategic Goal 3.3: Develop a Recruitment Strategy that will Increase a Diverse Population of Employees and Students

Strategic Outcomes	Strategies	Timeframe	Primary Responsibility	Assessment Measures	Mission Component
3.3.1 Increase Gateway College visibility to target populations through existing entities.	- Recruit faculty and staff from institutions of higher education serving target populations (i.e. Kentucky State).	Start Fall 2007	- Director of Human Resources	- 2 partnerships will be forged per academic year	- Community Outreach: -- Number and success of community partnerships

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

	<ul style="list-style-type: none"> - Enhance partnerships with secondary schools serving target populations (including area English as a Second Language programs). 	<p>Start Fall 2007</p>	<ul style="list-style-type: none"> - Vice President of Resource Development and External Awareness - Enrollment Management 	<ul style="list-style-type: none"> - 3 partnerships will be forged per academic year 	<ul style="list-style-type: none"> - Community Outreach: <ul style="list-style-type: none"> -- Number and success of community partnerships
			<ul style="list-style-type: none"> - Enrollment Management 	<ul style="list-style-type: none"> - An enrollment increase of 50% of target population students as compared against the previous academic year will occur as a result of increased partnerships 	<ul style="list-style-type: none"> - Community Outreach: <ul style="list-style-type: none"> -- Number and success of community partnerships
	<ul style="list-style-type: none"> - Network with professional organizations and associations with a concentration of target population participants as an avenue to recruit faculty, staff, and students (i.e. Northern Kentucky Human Resources Association). 	<p>Start Spring 2008</p>	<ul style="list-style-type: none"> - Vice President of Resource Development and External Awareness - Director of Human Resources - Enrollment Management 	<ul style="list-style-type: none"> - 4 partnerships will be forged per academic year 	<ul style="list-style-type: none"> - Community Outreach: <ul style="list-style-type: none"> -- Number and success of community partnerships
	<ul style="list-style-type: none"> - Co-sponsor cultural diversity events involving target populations (i.e. Special Olympics). 	<p>Start Fall 2008</p>	<ul style="list-style-type: none"> - Vice President of Resource Development and External Awareness - Disability Services 	<ul style="list-style-type: none"> - 2 events will be sponsored per academic year 	<ul style="list-style-type: none"> - Community Outreach: <ul style="list-style-type: none"> -- Number and success of community partnerships
	<ul style="list-style-type: none"> - Collaborate with agencies serving the physically and mentally disabled. 	<p>Start Spring 2008</p>	<ul style="list-style-type: none"> - Vice President of Resource Development and External Awareness - Enrollment Management - Disability Services 	<ul style="list-style-type: none"> - 2 partnerships will be forged per academic year 	<ul style="list-style-type: none"> - Community Outreach: <ul style="list-style-type: none"> -- Number and success of community partnerships

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

3.3.2 Ensure all campus facilities are physically accessible.	- Assess all Gateway College buildings to ensure physical accessibility.	Start Fall 2007	- Campus Administrators	- All campuses will be assessed for physical accessibility	- Accessibility: -- ADA compliance
	- Make adjustments to Gateway College facilities to enhance physical accessibility.	Start Spring 2008	- Campus Administrators	- All campuses will undergo improvements to ensure physical accessibility	-Accessibility: -- ADA compliance
3.3.3 Provide scholarships.	- Provide scholarships to students attending secondary schools serving target populations.	Start Spring 2008	- Vice President of Resource Development and External Awareness - Scholarship Committee	- 3 new scholarships will be developed per year for students of secondary schools serving target populations	- Support for Learning: -- Index of support services
3.3.4 Develop planned marketing strategies.	- Provide faculty and staff job opening postings to professional organizations and associations with a concentration of target population participants.	Start Fall 2007	- Director of Human Resources	- All job opening postings will be provided to schools, agencies, and associations with a concentration of target population participants	- Community Outreach: -- Number and success of community partnerships
	- Print and distribute marketing materials reflecting diversity at Gateway College.	Start Spring 2008	- Public Relations - Enrollment Management	- Marketing materials will be developed highlighted postsecondary attendance of target populations	- Diversity & Cultural Awareness: -- Percentage of minority students
	- Advertise open positions in publications directed to target populations (i.e. Affirmative Action Register and Black Issues in Higher Education).	Start Fall 2007	- Director of Human Resources	- Advertise job vacancy notices in 2 publications when available	- Community Outreach: -- Number and success of community partnerships
	- Track qualified candidates who interviewed for previous positions at Gateway	Start Fall 2007	- Director of Human Resources	- Contact job applicants from target population that have applied for positions at Gateway and other KCTCS	- Community Outreach: -- Number and success of community

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

	and other KCTCS institutions that were not hired so they remain in application pool as potential future employees.			institutions within a one year time frame and notify them about open job vacancies	partnerships
	- Provide marketing materials on the Gateway College website which reflect diversity and inclusion at Gateway College.	Start Spring 2008	- Webmaster	- Marketing materials highlighting postsecondary attendance of target populations will be posted to Gateway College's website	- Diversity & Cultural Awareness: -- Percentage of minority students

Gateway Strategic Goal 3.4: Increase Retention and Successful Completion of Studies for Target Populations

Strategic Outcomes	Strategies	Timeframe	Primary Responsibility	Assessment Measures	Mission Component
3.4.1 Provide opportunities and support services on campus for academic and professional development for target populations.	- Establish a series of workshops that specifically address increasing retention and graduation rates for the target populations.	Start Fall 2007	- Student Life - Title III - Enrollment Management	- 2 workshops to be provided per semester with gathering of number of attendees and evaluations by participants	- Support for Learning: -- Results of CCSSE -- Index of support services
	- Organize a multicultural student organization; that will involve target population (students) to help provide assistance to the college community regarding issues relating to diversity and inclusiveness.	Start Fall 2008	- Student Life	- Establishment of a multicultural organization for students	- Support for Learning: -- Results of CCSSE -- Index of support services
	- Involve students in providing retention and success strategies.	Start Fall 2007	- Cultural Diversity Team - Student Life	- Cultural Diversity Team will have at least one student representative	- Support for Learning: -- Results from

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

				beginning with the Fall 2007 semester	CCSSE
3.4.2 Provide scholarships.	- Coordinate and implement programs and events that will generate funds for Gateway's foundation, to award scholarships whose purpose is to offset on-going college expenses of target population students.	Start Spring 2008	- Vice President of Resource Development and External Awareness - Student Life	- 1 fundraising event will be conducted per semester	- Support for Learning: -- Index of support services
	- Search and locate scholarships for current target population students to offset on-going college expenses.	Start Fall 2008	- Vice President of Resource Development and External Awareness - Scholarship Committee	- 5 scholarships will be located each semester	- Support for Learning: -- Index of support services
	- Seek local assemblies to sponsor students from target population.	Start Spring 2008	- Vice President of Resource Development - External Awareness	- 3 assemblies will be located per semester	- Support for Learning: -- Index of support services
3.4.3 Work in collaboration with programs at Gateway that currently assist at risk students (inc. Title II, SSS, and RTW)	- Promote on campus programs that are responsible for increasing persistence, academic achievement, graduation and dual admission services.	Start Fall 2007	- Student Life - Title III	- Improve retention and graduation rates of minority racial/ethnic students by 2% over the previous academic year	- Student Success: -- Completion -- Retention

Gateway Strategic Goal 3.5: Increase Retention & Promotion of Target Populations

Strategic Outcomes	Strategies	Timeframe	Primary Responsibility	Assessment Measures	Mission Component
3.5.1 Include Cultural Diversity Team representation on search	- Designate a minority member from the Cultural Diversity Team	Start Spring 2008	- Director of Human Resources - Cultural Diversity	- 3 members from the Cultural Diversity team will alternate serving on	- Diversity & Cultural Awareness

Gateway Community and Technical College: Diversity Strategic Plan 2007-2010

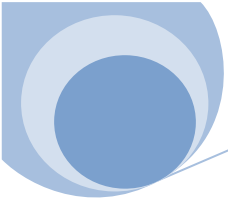
committees to monitor the search process and act as a mentor to target population job applicants.	to serve on search committees.		Team	search committees for current positions	
	- Train the above members on monitoring and screening the search process.	Start Fall 2007	- Director of Human Resources	- 3 members from CDT will attend training on the search process	- Diversity & Cultural Awareness
3.5.2 Establish a procedure to encourage existing employees to apply for positions that will advance their careers at Gateway or another KCTCS institution.	- Disseminate job vacancy notifications to employees at Gateway and other KCTCS institutions.	Start Fall 2007	- Director of Human Resources	- All current Employees at Gateway and other KCTCS institutions will receive job vacancy notices by interoffice mail or email	

Gateway Strategic Goal 3.6: Build Community Partnerships with Entities Serving Diverse Populations

Strategic Outcomes	Strategies	Timeframe	Primary Responsibility	Assessment Measures	Mission Component
3.6.1 Develop new and enhance current partnerships with community groups and organizations that support diversity and inclusiveness.	- Encourage and support Gateway employee participation on Community Based Organizations and committees supporting diversity and inclusiveness.	Start Spring 2008	- Vice President of Resource Development and External Awareness - Public Relations	- 5 employees will become committee members or serve as board members with community groups or organizations supporting diversity and inclusiveness	- Community Outreach: -- Number and success of community partnerships
3.6.2 Participate in sponsored and co-sponsored events and programs that enhance diversity issues.	- Co-sponsor cultural diversity events involving target populations (i.e. Special Olympics).	Start Fall 2008	- Vice President of Resource Development and External Awareness - Public Relations - Disability Services	- 2 events will be sponsored per academic year	- Community Outreach: -- Number and success of community partnerships

Gateway Strategic Goal 3.7: Enhance Global Awareness through Course Offerings and Materials

Strategic Outcomes	Strategies	Timeframe	Primary Responsibility	Assessment Measures	Mission Component
3.7.1 Strengthen diversity and inclusiveness awareness through courses.	- Provide training to faculty on how incorporate diversity into their current classroom materials.	Start Spring 2008	- College Provost - Academic Dean - Division Chairs	- 2 trainings will be offered per semester	- Diversity & Cultural Awareness: -- Percentage of minority students - Student Success: -- Completion -- Retention
	- Assess current materials used by faculty to identify diversity inclusiveness and possible bias.	Start Spring 2008	- College Provost - Academic Dean - Division Chairs	- 5 programs' materials to be assessed per semester including transfer programs	- Diversity & Cultural Awareness: -- Percentage of minority students - Student Success: -- Completion -- Retention
	- Adjustment of materials in programs to enhance reflection of diversity and inclusiveness.	Start Fall 2008	- College Provost - Academic Dean - Division Chairs	- 5 programs' material to be adjusted per semester to enhance reflection of diversity and inclusion	- Diversity & Cultural Awareness: -- Percentage of minority students - Student Success: -- Completion -- Retention
	- Encourage faculty to promote multicultural events in their classes.	Start Fall 2007	- College Provost - Academic Dean - Division Chairs	- The question "Where you encouraged to attend a multicultural event?" will added to the course evaluation and response will be checked every evaluation period	- Support for Learning: -- Results from CCSSE
	- Provide classes which inform students about diversity and inclusiveness.	Start Spring 2008	- College Provost - Academic Dean - Division Chairs - Interdisciplinary Studies	- 3 new classes will be offered per semester reflecting diversity and global awareness	- General Education: -- Examine relationships in diverse and complex environments



Gateway Community and Technical College: Diversity Strategic Plan 2007-2010