

College of Southern Maryland
Plan for Cultural Diversity and Institutional Equity
2020-2021

The College of Southern Maryland (CSM), an open-admissions, comprehensive regional community college, enhances lives and strengthens the economic vitality of a diverse and changing region by providing affordable postsecondary education, workforce development, and cultural and personal enrichment opportunities. Recognized in 2019 and 2020 with the Aspen Prize for Community College Excellence, Top 150 Community Colleges, CSM is committed to achieving outstanding outcomes for our diverse students, employees, and community members. Diversity, equity, respect, and integrity are among CSM's core institutional values.

CSM has integrated into its Board-approved 2018-2021 Institutional Strategic Plan (ISP) four strategic objectives aimed at promoting cultural diversity and institutional equity. These four objectives comprise CSM's Plan for Cultural Diversity and Institutional Equity (CDIE). They are elaborated more fully here, in the context of their corresponding ISP goals and strategies, and with actions CSM will undertake to accomplish them specified. In this plan, cultural diversity means the inclusion of racial, ethnic, and other groups that have been underrepresented in higher education (Code of Maryland, Education Article 11-406). Institutional equity refers to the intentional design of the CSM experience to treat each student, employee, and visitor with respect, consideration, appropriate support, and fairness.

CSM's determination to achieve greater institutional equity, along with cultural diversity, informed our decision to join Achieving the Dream (ATD), a network of more than 220 colleges in 43 states that are innovating to implement, align, and scale cutting-edge reforms to improve student success. ATD offers a capacity-building framework that allows colleges to pinpoint strengths and areas for improvement across seven institutional capacities, including equity. As an ATD Network college, and to advance goals for equity and social mobility, CSM will report data using metrics that answer critical questions about how our lower-income and other underrepresented students fare.

Aware of the disparate impact of the COVID-19 global pandemic on Southern Maryland's lower-income and other underserved families, CSM has acted swiftly to ensure our students have access to technology, support services, and other resources (e.g., food and incidentals) essential for academic success. The higher education landscape has changed forever. This Plan for Cultural Diversity and Institutional Equity specifies actions CSM will take to sustain our commitment to equity and inclusion as we adapt and transform our delivery model in response to this crisis.

CSM STRATEGIC PLAN GOAL 1: CSM will improve student progress and completion.

CSM recognizes that, while many things affect students' abilities to complete their programs in a timely manner, we must reduce all barriers within our span of control to ensure the best student outcomes possible.

Strategy: Identify critical measures for student progress and completion and develop reporting protocols.

CDIE OBJECTIVE 1: Identify equity benchmarks for student progress and completion rates, and devise and implement strategies for achieving them.		
Actions	Offices Responsible	Deadline
1.1: Review and analyze demographic data for student populations in each Southern Maryland county, and identify areas of geographic underrepresentation.	SES, CWD, DIV, PIER	June 30, 2020
1.2: Devise and implement strategies to enroll student populations from each county that reflect equitably each county's demographic composition.	SES, CWD, DIV, MAR	August 31, 2021
1.3: Disaggregate and analyze student pass rate, retention, transfer, and completion data to identify equity gaps and establish equity benchmarks.	DAA, CWD, DIV, PIER	June 30, 2020
1.4: Devise and implement strategies for attaining equity benchmarks in student pass, retention, transfer, and completion rates.	DAA, CWD, SES, DIV	August 31, 2021
1.5: Devise and implement a plan for increasing equity in student access to technology, support services, and other resources required for academic success in primarily online learning environments.	DAA, CWD, SES, DIV	August 1, 2020
1.6: Develop and publish an Equity Dashboard.	DIV, PIER	September 1, 2020

CSM STRATEGIC PLAN GOAL 2: CSM will provide targeted programming to meet regional needs.

CSM understands its role in the community and will engage new and existing partners in government, economic development, education, and business to develop and sustain innovative programming and revenue streams to advance the vitality of the college and the region.

Strategy: Determine strategic purpose for each campus based on county economic and workforce needs.

CDIE OBJECTIVE 2: Respond to demographic changes in each county, and devise and implement strategies for achieving equity in student access to, and success in, CSM's innovative programs.		
Actions	Offices Responsible	Deadline
2.1: Disaggregate program enrollments demographically by county of residence, and identify areas of underrepresentation, especially in targeted programs addressing county workforce needs.	DAA, CWD, DIV, PIER	July 31, 2020
2.2: In conjunction with Action 1.2, devise and implement strategies for achieving equitable demographic representation in targeted programs addressing county workforce needs.	SES, DAA, CWD, DIV, MAR	August 31, 2021
2.3: In conjunction with Action 1.3, identify equity benchmarks for progress and completion rates of students underrepresented in targeted programs addressing county workforce needs.	DAA, CWD, DIV, PIER	July 31, 2020
2.4: In conjunction with Action 1.4, devise and implement strategies for attaining equity benchmarks for progress and completion rates of students underrepresented in targeted programs addressing county workforce needs.	DAA, CWD, SES, DIV	August 31, 2021
2.5: Re-establish the Diversity Advisory Council, comprised of representatives of all three Southern Maryland counties, to review and assess CSM's institutional strategic plan, cultural diversity and institutional equity plan, and student outcomes.	DIV, PRE	June 30, 2020

CSM STRATEGIC PLAN GOAL 3: CSM will function as one regional college.

CSM cannot implement its One College vision without supporting employee excellence. Consequently, CSM will make organizational and professional effectiveness a priority.

Strategy: Build a culture of collaboration and learning.

CDIE OBJECTIVE 3: Refine strategies for sustaining equitable representation of faculty and staff from underrepresented groups so that CSM's workforce reaps the benefits of diverse experiences and perspectives.		
Actions	Offices Responsible	Deadline
3.1: Implement annually CSM's Affirmative Action Program, identifying workforce areas in which groups are underrepresented by gender or race.	HRO, DIV	October 31, 2020; October 31, 2021
3.2: Analyze and evaluate recruitment pipelines for workforce areas and applicant pools in which groups are underrepresented.	HRO, DAA, DIV	December 31, 2020
3.3: Develop and implement strategies to address barriers to the effective recruitment (representation in applicant pools) of underrepresented groups.	HRO, DAA, DIV	February 28, 2021
3.4: Review and revise hiring processes (including search committee training) to improve consistency of practice across workforce areas and to increase hiring of employees from underrepresented groups in workforce areas with underrepresentation.	HRO, DAA, DIV	August 31, 2021
3.5: Analyze employee retention patterns and practices in workforce areas in which groups are underrepresented.	HRO, DAA, DIV	June 30, 2021
3.6: Develop and implement strategies to address barriers to the effective retention of employees from underrepresented groups, including limited access to technology and other resources required for tele-working during remote operations.	HRO, DAA, DIV	December 31, 2021

CDIE OBJECTIVE 4: Increase employee participation in cultural diversity and equity professional development and programming.		
Actions	Offices Responsible	Deadline
4.1: Establish a set of diversity, equity, and inclusion (DEI) competencies to be attained by CSM employees.	DIV	July 1, 2020

4.2: Design and implement a DEI training curriculum that promotes employee attainment of designated DEI competencies.	DIV, ODLI	January 1, 2021
4.3: Design and implement annual series of co-curricular programs and special events that promote intercultural understanding and self-understanding by increasing employees', students', and community members' exposure to diverse people, cultures, ideas, and viewpoints.	DIV	June 30, 2021

Key:

CWD	Continuing Education and Workforce Development
DAA	Division of Academic Affairs
DIV	Equity and Inclusion Office
HRO	Human Resources Department
ODLI	Organizational Learning and Development Institute
MAR	Marketing Department
PIER	Planning, Institutional Effectiveness, and Research
PRE	Office of the President
SES	Division of Student Equity and Success