

EXHIBIT Q

Pima Community College
Institutional Response
July 8, 2022

HIGHER LEARNING COMMISSION
INSTITUTIONAL ACTIONS COUNCIL

Diversity, Equity & Inclusion Strategic Plan Update

October 26, 2020

Hilda Ladner, Diversity, Equity and Inclusion Officer



Diversity, Equity & Inclusion Strategic Plan 2017-2020

1. Establish a sustainable Diversity, Equity and Inclusion (DEI) infrastructure, including hiring a DEI officer
2. Improve recruitment and retention of employees from underrepresented populations
3. Build diversity and inclusion competencies for employees
4. Establish and/or strengthen partnerships with organizations that provide services to underrepresented populations in Pima County
5. Enhance and increase students' diversity and inclusion
6. Prepare students, faculty and staff to adapt and succeed in a diverse, global, multicultural and multi-ethnic society

Goal 1: Establish a sustainable Diversity, Equity and Inclusion infrastructure.

Aligns with:

Core Theme and Objective of Diversity, Inclusion and Global Education:

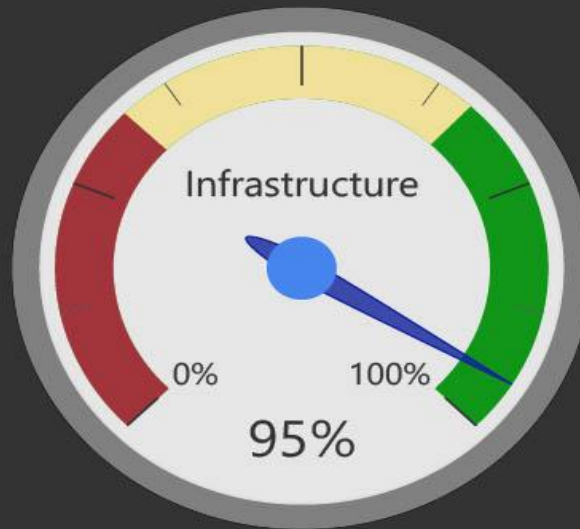
- Expand and support the diversity of the College's student population
- Expand and support the diversity of the College's workforce

2014-2017 Strategic Plan:

- 2.3. Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations .
- 5.3. Diversify the workforce of Pima Community College

Draft 2017-2021 Strategic Plan:

- Strategic direction 3: Cultivate institutional excellence through continuous improvement



Actions

- Hire a Diversity, Equity and Inclusion Officer.
- Regular Diversity, Equity and Inclusion Officer participation in meetings with College leadership groups; regular meetings with external constituents.
- Transform Standing Committee on Diversity into Diversity, Equity and Inclusion Advisory Council
- Create an Office of Diversity, Equity and Inclusion.

Goal 2: Improve recruitment and retention of employees from underrepresented populations.

Aligns with:

Core Theme and Objective of Diversity, Inclusion and Global Education:

- Expand and support the diversity of the College's workforce

2014-2017 Strategic Plan:

- 5.3. Diversify the workforce of Pima Community College

Draft 2017-2021 Strategic Plan:

- Strategic direction 3: Cultivate institutional excellence through continuous improvement

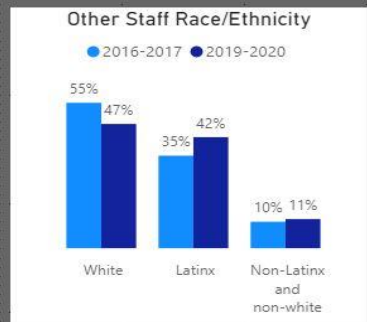
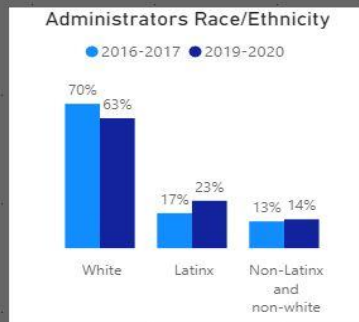
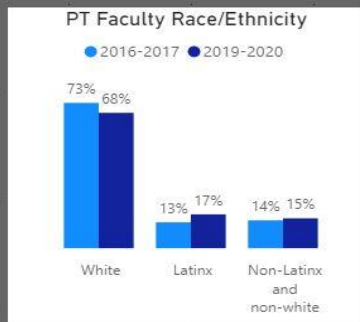
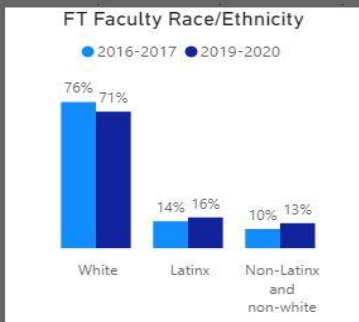
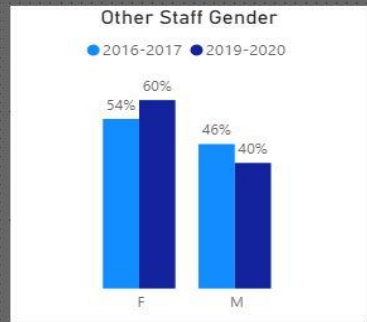
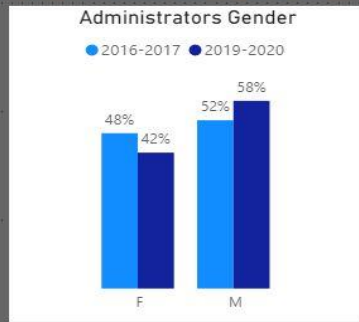
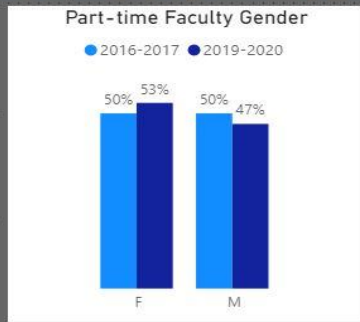
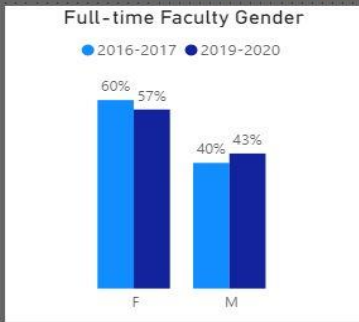


Actions

- Regular monitoring of applicant pools.
- Regular monitoring of search committee membership.
- Advertise open positions on websites and other outlets focusing on underrepresented populations.
- Monitoring the hiring process for employee demographics for possible barriers to diversity.

See page 2

Quantitative metrics of GOAL 2:
Improve recruitment and retention of employees from underrepresented populations.



Goal 3: Build Diversity and Inclusion competences for employees.

Aligns with:

Core Theme and Objective of Diversity, Inclusion and Global Education:

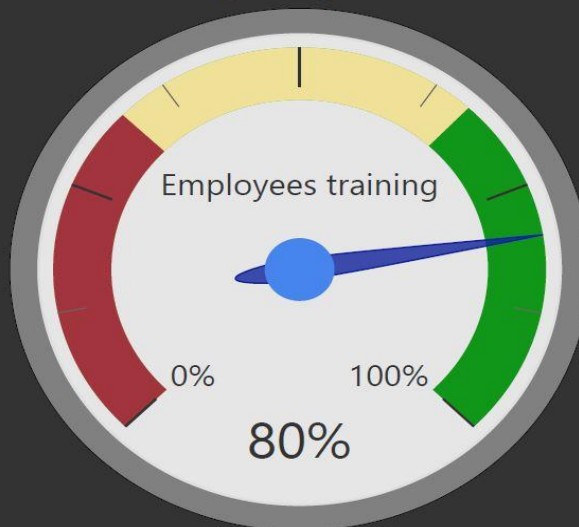
- Expand and support the diversity of the College's workforce

2014-2017 Strategic Plan:

- 5.3. Diversify the workforce of Pima Community College

Draft 2017-2021 Strategic Plan:

- Strategic direction 3: Cultivate institutional excellence through continuous improvement



Actions

- Provide mandatory training to employees deemed necessary on Diversity, Equity and Inclusion topics:
 - Compliance training
 - Supervisory training
 - Microaggressions, implicit bias, stereotyping.
- Include achievement of diversity goals in performance evaluations.
- Augment mandatory training with additional opportunities.
 - Social justice training
 - Retreats
 - Mentoring and faculty exchanges
 - LGBT Cultural Responsiveness and Immigrant
 - Refugee Student Resource Center