

**BRONX COMMUNITY COLLEGE
CITY UNIVERSITY OF NEW YORK**

FACULTY DIVERSITY ACTION PLAN

FY 2013 – 2018

Office of the President
Office of Affirmative Action, Compliance and Diversity
Office of Academic Affairs

FINAL VERSION– November 27, 2013

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Message from the Chief Diversity Officer

Our students, faculty and administrative staff are the foundation of Bronx Community College (BCC) and the key to its success, and there is an obvious connection between the workforce quality of Bronx Community College and the quality of its programs and services.

In order to ensure a continuous high level of care and service, it is imperative to recruit, retain, develop, and engage the best people possible. To do so, Bronx Community College must cultivate a diverse workforce and an inclusive work environment—an environment in which students, faculty and staff can contribute to the maximum extent possible to Bronx Community College’s success.

The Office of Affirmative Action, Compliance and Diversity (OAACD) has the primary responsibility of providing leadership and guidance for the College’s diversity and inclusion initiatives, and the campus Diversity Committee serves as a forum to consider new initiatives, monitor progress, leverage resources, and ensure accountability on the proposed/adopted initiatives. Because of the important roles played, OAACD, in conjunction with President Carole M. Berotte Joseph, Dr. Claudia Schrader, the Vice President for the Office of Academic Affairs and the campus Diversity Committee are tasked with creating and executing the College’s 2013-2018 Diversity Action Plan, in response to CUNY’s call for a more comprehensive, integrated, and strategic focus on diversity and inclusion under three identified objectives that each campus must incorporate into the 5-year plan to address faculty recruitment, retention and an inclusive work environment.

In the pages that follow are: a foreword from President Carole M. Berotte Joseph on the focus of our campus, an overview of the current picture of the faculty workforce for Bronx Community College with respect to diversity and inclusion, along with goals, objectives, strategies, initiatives, and measures of progress for the College’s first diversity action plan.

Over the next five years, this plan will serve as a guide for the College’s efforts to create and maintain a diverse, results-oriented, high-performing faculty workforce; cultivate a flexible and inclusive work environment; facilitating more comprehensive services regarding work/life initiatives that can assist in the career/personal development of our faculty; with a future focus on administrative staff from the modeled efforts of this plan; and ensuring that accountability and leadership are evident within the identified outcomes.

Thank you.

Jesenia Minier-Delgado

FOREWORD

from the President of Bronx Community College

Bronx Community College defines diversity in its broadest context to include all that makes us unique: race, color, gender, religion, national origin, age, disability status, culture, sexual orientation, gender identity, parental status, educational background, socioeconomic status, intellectual perspective, organizational level, and more. By doing so, we are able to harvest the full performance advantages our diversity offers. Inclusion is the means by which we harvest this talent. It is the deliberate effort to leverage diversity and empower all voices to contribute to the college vision and mission.

In October 2012, the change in paradigm began by restructuring and renaming the representation of the College's affirmative action administrative center to reflect the more proactive mission for the newly created Office of Affirmative Action, Compliance and Diversity (OAACD). That same year, OAACD set out to lead the development of the college's first Diversity Action Plan for diversity and inclusion. This work began from a culminated message sent from CUNY's Central Office to establish a coordinated initiative to promote diversity and inclusion within all of the CUNY Colleges; which now tasks each campus to develop their own Diversity Action Plan geared toward faculty development. The framework provided for the plan identifies three strategic goals—faculty recruitment, retention, and an inclusive climate—along with associated priorities. The guidance for college-specific plans directs campuses to outline the actions they will take to achieve the priorities identified.

In December 2012, the Office of Affirmative Action, Compliance and Diversity embarked on this groundbreaking effort to change the focus of diversity and inclusion within the campus community and usher in a new paradigm linked to organizational performance. This new paradigm championed two inextricably intertwined precepts: equal employment opportunity (EEO) as the foundation to an effective diversity management program; and diversity and inclusion as an essential key to high performance. Bronx Community College remains unequivocally committed to ensuring diversity in the workplace. We also understand that EEO is essential to create a high-performing institution.

In January 2013, a ten-member campus Diversity Committee was created to serve as an advisory group to the Offices of the President, Academic Affairs and Affirmative Action, Compliance and Diversity. The committee assists in the preparation of the College's Diversity Action Plan to present diversity planning and assessment activities for faculty recruitment and retention. The committee's functions, as recommended by the CUNY Office of Recruitment and Diversity, is as follows:

- Review and recommend strategies that address recruitment efforts to diversify underrepresented academic departments;
- Review and recommend strategies that address the need for career development/counseling and mentorship opportunities for faculty;
- Review and recommend strategies that address the need to show the college's good faith efforts of an inclusive environment.

The appointed members of the Campus Diversity Committee are:

Ms. Jesenia Minier-Delgado, Co-Chairperson
(Office of Affirmative Action, Compliance and Diversity)

Dr. Claudia V. Schrader, Co-Chairperson **(new appointment in September 2013)**
(Office of Academic Affairs)

Dr. David Hadaller, Co-Chairperson **(voluntarily stepped down in September 2013)**
(Office of Academic Affairs)

Ms. Karla R. Williams, Esq., Member
(Executive Counsel and Labor Designee, Office of the President)

Mr. David Levers, Member
(Director of Government Relations and External Affairs, Office of the President)

Dr. Neal Phillip, Member
(Office of Academic Affairs)

Dr. Luis Montenegro, Member
(Office of Academic Affairs)

Dr. Franklin Moore, Member
(Business and Information Systems – Office of Academic Affairs)

Dr. Ted Ingram, Member
(Office of Psychological Services, Office of Student Affairs)

Dr. William De Jong-Lambert, Member
(History Department – Office of Academic Affairs)

Dr. Julia Rodas, Member **(voluntarily stepped down in May 2013)**
(English Department – Office of Academic Affairs)

Ms. Jessenia Paoli, Member, Esq. **(new appointment in September 2013)**
(Office of Student Affairs)

The *Bronx Community College Diversity Action Plan for 2013–2018* represents the collaborative efforts and contributions from many stakeholders, to incorporate the College's Strategic Plan, and to comport with CUNY's request for a campus diversity goals and priorities for our faculty. The original focus on workforce diversity, organizational inclusion, and customer service remains, and new objectives, strategies, and measures were added to reflect current and emerging priorities. This plan is not intended to be exhaustive, but rather to focus on higher priority areas in light of limited resources. At the same time, it is intended to properly illustrate the operational efforts of the College.

Best regards,

Dr. Carole M. Berotte Joseph

Organizational Acronyms

CUNY CENTRAL OFFICE	
Office of Human Resource Management	OHRM
Office of Recruitment and Diversity	ORD
BRONX COMMUNITY COLLEGE OFFICES	
Division of Finance and Administration	DFA
Office of Academic Affairs	OAA
Office of Affirmative Action, Compliance and Diversity	OAACD
Office of Communications and Marketing	OCM
Office of Information Technology	OIT
Office of Human Resources	OHR
Office of the President	OOP
Office of Student Affairs	OSA
OTHER:	
Equal Employment Opportunity	EEO
Objective	OBJ
Campus Diversity Committee	CDC
Talent Acquisition Management	TAM

OVERVIEW

Mission

Bronx Community College (“BCC”) serves faculty, staff and students of diverse backgrounds, preparations, and aspirations by providing them with an education that is both broad in scope and rigorous in standards. Our mission is to give our campus community the foundation and tools for success; whether an individual chooses to continue their education, enter a profession immediately upon graduation or to instill in them the value of informed and engaged citizenship and service to their communities. The Office of Affirmative Action, Compliance and Diversity (OAACD) promotes an environment free of discrimination and inequity in accordance with the CUNY policies and procedures for Non-Discrimination, Equal Opportunity and Against Sexual Harassment, and with federal, state and local equal opportunity statutes and regulations.

The Office of Affirmative Action, Compliance and Diversity is responsible for:

- Developing and disseminating the yearly campus Affirmative Action Plan;
- Recommends and monitors the attainment of faculty and staff employment goals;
- Handles both informal resolutions and internal discrimination complaints;
- Trains the campus community on equal opportunity and diversity issues;
- Fosters a diverse and inclusive learning and working environment.

The Office of Affirmative Action, Compliance and Diversity is responsible for upholding the College's commitment to equal opportunity for all members of the campus community in academic programs, research, service and employment.

Vision

Bronx Community College will lead the way in providing faculty, staff and students with opportunities that enables them to move with equal facility into productive and rewarding careers or increasingly advanced higher education programs. BCC will work with faculty, staff and students who are prepared to live within, profit from, and contribute to a 21st century global environment marked by diversity, change and expanded opportunities for learning and growth.

The Office of Affirmative Action, Compliance and Diversity envisions Bronx Community College as an inclusive community where equal opportunity is afforded to all, and individual contributions are valued and supported in the College's pursuit to become a top public institution within the City University of New York.

Values

The Office of Affirmative Action, Compliance and Diversity Affirmative Action programs adheres to the values of:

Integrity

Commitment

Advocacy

Respect

Excellence

(I CARE)

Goals and Objectives

To fulfill the identified mission, vision and values, this plan will address the following listed objectives, as prescribed by CUNY Offices of Human Resource Management and Recruitment and Diversity, from the provided general guidelines for a Faculty Diversity Action Plan, disseminated in October 2012:

1. GOAL #1 - Recruitment of a diverse workforce

To strengthen faculty outreach efforts to diversify applicant pools from underrepresented groups, and within certain identified academic departments; and to build a diverse, high-performing faculty workforce that reflects all segments of society.

The objectives set are to address the following:

- a) To develop collaborations with this campus as well as other recognized institutes and centers to identify post-doctoral candidates in the pre or early career stage and to broaden faculty recruitment and applicant pools.
- b) For academic departments to invite the participation of junior faculty, among the Personnel and Budget (P&B) Committee, to serve on faculty search committees.
- c) For academic departments to utilize two newly updated handbooks, the "Department Chair Handbook" and "Search Committee Manual for Bronx Community College" for advertisement resources, advise on best practices for faculty searches, and strategies at examining applicant pools during the search process.
- d) Providing updated, diversity-related, advertising resources, for review by academic department chairs to select for upcoming faculty searches.

2. GOAL #2 - Retention of the current workforce

To retain the current faculty workforce, and maximize the opportunities for tenure and/or career development.

The objectives set are to address the following:

- a) Develop and implement accessible information for a newly created Office of Academic Affairs (OAA) webpage.
- b) Create prospective resources and information about professional development for junior faculty toward the process to achieve tenure.

- c) Create department mentorship programs for untenured faculty that include paired mentors and mentees, along with ongoing evaluation measures that foster continued professional development.
- d) Promote the use of Higher Education Resource Consortium (HERC) resources to assist existing faculty in resolving dual career concerns.
- e) Develop collaborations among CUNY campuses to implement different types of career development trainings and programs for professional growth opportunities for faculty.

3. ***GOAL #3 – Create an inclusive climate in the academic and work setting***

The College will foster a welcoming and inclusive environment for our faculty workforce. Cultivate a flexible, collaborative, and inclusive work environment that leverages diversity and empowers all contributors.

The objectives set are to address the following:

- a) The creation of academically, diverse curriculums with a minority focus.
- b) The creation and implementation of a general message/vision statement/web-link about campus diversity, inclusion initiatives and work/life benefits and services.
- c) Implement an official campus policy statement and procedural guide from the CUNY reasonable accommodation procedures for faculty, staff and students.
- d) The creation and development of a sensitivity (campus diversity) training that encompasses how the campus community must address current diversity issues regarding the campus environment.
- e) Create a comprehensive, user-friendly (online and paper) exit interview survey to evaluate, monitor reasons for separation from the College.
- f) Create a faculty newsletter to be publicized each academic semester on the Office of Academic Affairs webpage to highlight faculty participation, volunteer efforts, current research initiatives, conference work/speaking engagements and/or publications from reported conferences, projects, collaborative efforts and/or grants/commendations.
- g) The creation of a monthly “ticker” on the college website to consistently view upcoming events, programs and/or meetings on campus.

Implementation

The following pages identify the strategies, measures and targeted implementation dates designed to achieve the aforementioned goals and objectives. In cases where an individual, unit or office/division has primary (but not exclusive) responsibility for the execution of a specific strategy, that individual, unit or office/division has been identified. In all other cases where there are joint or overlapping responsibilities, the responsible office may not be specifically identified. The College will make a good faith effort to include related efforts geared toward Lesbians, Gays, Bi-Sexual and Transgender (LGBT) groups as well as veteran groups, into the proposed initiatives of this plan. The *BCC Diversity Action Plan* is intended to be a multiple-year effort, and changing conditions, including budget constraints, may require refinement to the plan's components at a later date.

The Office of Affirmative Action, Compliance and Diversity will lead the monitoring on the implementation of the goals and objectives, in partnership with the Offices of the President, Academic Affairs, Executive Counsel, Human Resources, Student Affairs and member of the campus Diversity Committee. Progress made pursuant to this plan will be reported annually to the President in the *BCC Diversity Annual Performance Report*.

Goal 1: Recruitment of a diverse workforce

Build a diverse, high-performing workforce that reflects all segments of society.

CUNY has mandated that each campus take appropriate actions to ensure there is equal opportunity and diversity in the open competitive, hiring and selection process, by identifying and removing barriers. Actions include, comparing the demographic composition of the faculty workforce to the demographic composition of the relevant labor market, removing internal barriers, conducting strategic outreach to communities and utilizing campus guidelines for members of underrepresented groups, with less than expected participation rates. Building a diverse, high-performing workforce will involve these established strategies as well as new, proactive strategies aimed at recruitment efforts for more diverse applicant pools with the available faculty positions.

Objectives: To strengthen outreach to diversify the applicant pools from underrepresented groups, and within certain identified academic departments in order to build a diverse, high-performing workforce.

OBJ A: To develop collaborative efforts between BCC and CUNY Diversity Institutes and/or Organizations to identify potential PhD candidates to broaden faculty applicant pools for available faculty positions.

Responsible Unit(s)/Person(s) for Measure: **Office of Academic Affairs (OAA) and an assigned CDC member (Dr. Neal Philip)**

Revised Date of Completion: **December 30, 2013**

ACTION STEPS - Projected Outcomes and/or Achievements:

By September 1, 2013 - Introduction letters to be sent OAA and CDC Member to identified Institutes/organizations.

From September 1 - November 30, 2013 - OAA to obtain confirmed agreement on a candidate referral process for the identified institutes/organizations.

By December 30, 2013 - Campus Broadcast and memorandum to the academic departments (from OAA) on identified institutes/organizations to offer assistance with candidate referrals.

OBJ B: Track and monitor volunteer faculty participation with search committees. This objective is to ensure that the academic chair(s) initiate diversifying search committees by inviting junior faculty to serve amongst the Personnel and Budget (P&B) Committees, to ensure that the review and selection of applicant pools is executed under a fair consideration from participants offering different perspectives and representation from within the department.

Responsible Unit(s)/Person(s) for Measure: Office of Affirmative Action, Compliance and Diversity (OAACD)

Date of Completion: June 30, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

From July 1, 2013 – October 30, 2013 – Work with members of the Affirmative Action Committee (Recruitment Subcommittee) to create a draft “instructional checklist” to be utilized by hiring managers, including Academic Chairs, to offer assistance in filling out Recruitment Plans and appropriate guidance on selecting junior faculty on search committees (to join P&B committees).

From November 1, 2013 - January 30, 2014 – OAACD to finalize the drafted instructional checklist that must accompany the Recruitment Plan. Begin review and comment process on the instructional checklist with the Offices of Human Resources, Legal Counsel and the President.

From January 30, 2014 – June 30, 2014 – OAACD to finalize edits, suggestions and revisions on the drafted instructional checklist that must accompany the Recruitment Plan.

By June 30, 2014 - Disseminate campus broadcast on the objective and introduce the use of the instructional checklist. Post the instructional checklist (as an electronic document) on the OAACD webpage.

OBJ C: Update the newly created handbooks named the “BCC Department Chair Handbook” and the “Search Committee Manual for Bronx Community College” for use by the Academic Chairs and search committees on the recommended timetables, rules, and direction recommended for faculty searches.

Responsible Unit(s)/Person(s) for Measure: Offices of the Executive Counsel, and Affirmative Action, Compliance and Diversity (OAACD)

Revised Date of Completion: September 30, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

By December 30, 2013 – Formulate a draft version of the “Search Committee Manual for Bronx Community College” for review and direct consultation with the Affirmative Action Committee (Recruitment Subcommittee).

From January 1, 2014 – February 28, 2014 – Work with members of the Affirmative Action Committee (Recruitment Subcommittee) to finalize the drafted campus Search Committee Manual.

From January 1, 2014 – June 30, 2014 – Begin the review process with the Offices of the Executive Counsel and Academic Affairs on final edits and review on the section related to faculty searches for the Department Chair Handbook.

From January 1, 2014 - June 30, 2014 - Obtaining updates and a target date of completion from the Executive Counsel on the final edits and reviews on the "Department Chair Handbook".

From March 1, 2014 - May 30, 2014 - Begin the review process with the Offices of the Executive Counsel, Human Resources and Academic Affairs on final edits and review of the search committee manual.

From June 1, 2014 - August 30, 2014 -Begin review and comment process on the Search Committee Manual with the Office of the President.

By September 30, 2014 - Disseminate campus broadcast on the objective and introduction to the campus Search Committee Manual and Department Chair Handbook. Post the manual and handbook (as an electronic document) on the OAACD webpage.

OBJ D: Provide updated, diversity-related advertising resources, for review and use by academic department chairs to select for upcoming faculty searches.

Responsible Unit(s)/Person(s) for Measure: Office of Human Resources (OHR), in conjunction with the Office of Affirmative Action, Compliance and Diversity (OAACD)

Date of Completion: December 30, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

From June 1, 2014 - December 30, 2014 - OHR, to work in conjunction with OAACD, on formulating a draft and finalized advertisement webpage/guide, to identify and assess appropriate resources for vacancy announcements for faculty searches.

By December 30, 2014 - Campus broadcast on the advertising resources available on the OHR and OAACD webpages.

Goal 2: *Retention of the current workforce*

Facilitate outstanding, culturally competent relations through career development, effective leadership and accountability.

The ultimate goal of having a diverse workforce and an inclusive work environment is to deliver better services to our faculty and meet the needs of our stakeholders. The transformation of the campus culture to this end requires a long-term commitment. Effective leadership and accountability are critical to sustaining this college-wide commitment. The following objectives are aimed at facilitating and sustaining the effort to achieve the ultimate goal.

Objectives: To retain faculty and to maximize the likelihood of tenure, promotion and career development.

OBJ A: Develop web links on the Office of Academic Affairs webpage that highlights career counseling/resources for faculty positions (by department and title) as well as career development resources and information designated specifically for the respective faculty.

Responsible Unit(s)/Person(s) for Measure: **Offices of Academic Affairs (OAA), in conjunction with the Office of Affirmative Action, Compliance and Diversity (OAACD) and Office of the Executive Counsel**

Date of Completion: **September 30, 2014**

ACTION STEPS - Projected Outcomes and/or Achievements:

By March 1, 2014 - OAA will send out a formal internal memorandum to academic departments on the proposed work to develop and implement web links on each academic department webpage for faculty career development. The memorandum will request a named liaison from each academic department to work with OAA on this project.

From March 1, 2014 - May 30, 2014 - OAA to provide each liaison action steps from each respective academic department on the proposed timeline for implementation. Liaisons are to submit a list of identified resources (related to the academic department) for review and approval by OAA.

From June 1, 2014 - June 30, 2014 - OAA (in conjunction with OAACD) will formulate a drafted web link for the general list of faculty titles and job descriptions as well as a list of identified career resources for each academic department.

From July 1, 2014 - July 30, 2014 -OAA (in conjunction with OAACD) are to begin working with the Office of Information Technology on the process of developing a web link for faculty career counseling and resources on the academic department page.

From August 1, 2014 - August 30, 2014 - OAA in conjunction with OAACD and the Office of the Executive Counsel, are to begin reviewing, also in conjunction with the Office of Information Technology, each the web link for completion by August 30, 2014.

From September 1, 2014 - September 30, 2014 - OAA in conjunction with OAACD and the Office of the Executive Counsel are to finalize evaluation of the web link, and identify issues (and resolutions) on any related resources, information and/or to ensure that the tenure process is accurately documented.

From September 1, 2014 - September 30, 2014 - OAA in conjunction with OAACD and the Office of the Executive Counsel are to present the final evaluation, feedback and/or proposed changes to the President. Upon the President's approval, incorporate all approved changes to the online administrative and faculty career development web links by September 30, 2014.

By September 30, 2014 - OAA will send a department memorandum/BCC Broadcast on the introduction of the faculty career counseling/information web links.

OBJ B: To implement and/or develop a department-focused Faculty Mentorship Program to advance respective faculty (from within each academic department) toward identified career development project (as indicated in OBJ A).

Responsible Unit(s)/Person(s) for Measure: Office of Academic Affairs (OAA), in conjunction with the Offices of Information Technology, Institutional Research, Planning and Assessment, Office of Affirmative Action, Compliance and Diversity (OAACD) and the Executive Counsel and Labor Designee

Date of Completion: December 30, 2015

ACTION STEPS - Projected Outcomes and/or Achievements:

From January 1, 2014 - April 30, 2014 - OAA to initiate communication with the academic departments on the proposed work to develop and implement a department specific Faculty Mentorship Program for each academic department as part of the faculty development project (as described in OBJ A). Notice will request a named liaison from each academic department to work with OAA on the faculty mentorship program.

From May 1, 2014 - June 30, 2014 - OAA to formulate (in conjunction with the Chief Diversity Officer and Executive Counsel and Labor Designee) a sample draft of instructions on creating a department orientation for new faculty, selection/assignment of a faculty mentor, a draft document on criteria for faculty guidance and research referrals, and a proposed timeline for completion of the mentorship program.

From July 1, 2014 - February 28, 2015 - OAA to present the instructions guide to liaisons to begin working with the Office of Information Technology on the process of developing department web link and paper documentation on a mentorship program for faculty career development.

From March 1, 2015 - May 1, 2015 - Liaisons are to report progress to OAA.

From March 1, 2015 - May 1, 2015 - OAA to report progress to the President. After May 1, 2014, a final report from OAA to be provided to the President.

From May 1, 2015 - June 1, 2015 - OAA to finalize evaluation of the academic department faculty mentorship program, and identify issues (and resolutions) on any related functions, processes and/or duties.

From June 1, 2015 - June 30, 2015 - OAA to present final evaluation, feedback and/or proposed changes to the President. After July 1, 2014, OAA to provide a final report to the President. Upon the President's approval, to incorporate all approved changes to the web links by September 1, 2015.

By September 30, 2015 - Campus broadcast (and a recommended Fall convocation announcement) on the designed academic department faculty mentorship program.

From September 30, 2015 - December 30, 2015 - OAA, in conjunction with the Office of Institutional Research, Planning and Assessment, to develop a faculty survey (as a compliance review) to academic department chairs for feedback and suggestions on the faculty mentorship program; final survey projected for dissemination to academic departments for the Spring 2016 semester.

OBJ C: Encourage academic departments to promote the use of Higher Education Resource Consortium (HERC) resources to assist existing faculty in resolving dual career concerns.

Responsible Unit(s)/Person(s) for Measure: Offices of Academic Affairs (OAA), in conjunction with the Office of Affirmative Action, Compliance and Diversity (OAACD)

Date of Completion: June 30, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

From January 1, 2014 - June 30, 2014 - OAA, to work in conjunction with OAACD, on formulating a draft and finalized web link, to identify and assess appropriate resources from HERC on vacancy announcements for faculty searches.

By June 30, 2014 - Campus broadcast on the advertising resources available on the OAA and OAACD webpages.

OBJ D: Develop collaborations among CUNY campuses to sponsor different types of career development trainings and programs for professional growth opportunities for faculties (i.e., Diversity Projects Development Fund and Faculty Fellowship Publications Programs).

Responsible Unit(s)/Person(s) for Measure: Offices of Academic Affairs (OAA

Revised Date of Completion: September 30, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

From December 1, 2013 -December 30, 2013 - OAA to create a drafted list of general faculty resources, scholarships and grants (respective to the current CUNY Civil Service/unionized job title listings) and a proposed timeline for implementation with OBJ A.

From January 1, 2014 – September 30, 2014 – OAA to report progress to OAACD and the Executive Counsel and Labor Designee (on behalf of the President). After August 15, 2014, a follow up report from each of the mentioned designees (OAA, OAACD, and Executive Counsel and Labor Designee) to be provided to the President.

By September 30, 2014 – The availability of the approved list of faculty resources (to be incorporated into OBJ A) of the online faculty career development web links.

Goal 3: *Create an Inclusive Campus Climate*

To cultivate a flexible, collaborative, and inclusive academic and work campus environment that leverages diversity and empowers all contributors.

In order to reap the benefits of workforce diversity, work environments must maintain the facilitating conditions that enable diverse perspectives to be heard and empower all participants to contribute. This requires deliberate efforts by leadership to provide flexibility with respect to where, when, and how work gets done; promote robust collaboration through teamwork, participatory work processes, and cross-functional work experiences; and engage faculty and administrative staff through cultural competency, leadership development, reasonable accommodation, and constructive conflict management. The below listed are more than retention strategies; they are strategies that engage and develop our campus to the fullest potential so that the College can advance toward the mission.

Objective 3: The College will foster a welcoming and inclusive environment for students, faculty and administrative staff.

OBJ A: The creation of academically, diverse curriculum with multicultural content, context, and instructional strategies. Curriculum that encourages faculty to be more focused and have a concerted effort to provide students the skills, attitudes, and knowledge they will need to be successful in the pluralistic and interdependent world. To create curriculums with competencies that will illustrate student's ability to be multilingual and cross-culturally competent.

Responsible Unit(s)/Person(s) for Measure: Office of Academic Affairs (OAA)

Date of Completion: Open Date of Completion until 2018

ACTION STEPS - Projected Outcomes and/or Achievements:

From June 1, 2013 - December 30, 2013 - OAA to continue to work with academic departments, in conjunction with the Campus College Senate on the PATHWAYS initiative.

From December 1, 2013 - December 15, 2013 - OAA to present final evaluation, feedback and/or proposed changes to the President. After December 1, 2013, OAA to provide a final report to the President. Upon the President's approval, to incorporate all approved changes to the process with an open date of completion until 2018.

OBJ B: The creation and implementation of a general message/vision statement/web-link about campus diversity, inclusion initiatives and work/life benefits and services.

Responsible Unit(s)/Person(s) for Measure: Office of Affirmative Action, Compliance and Diversity (OAACD)

Revised Date of Completion: December 30, 2013

ACTION STEPS - Projected Outcomes and/or Achievements:

On February 1, 2013 - OAACD posted and completed the general message/vision statement on campus diversity and inclusion initiatives on the BCC OAACD webpage.

From February 1, 2013 - December 30, 2013 - OAACD will review the OHR webpage to ensure work/life benefits and services are made available on campus. The information must be widely communicated (e.g., distribute BCC Broadcasts on a quarterly basis; web-link on OHR and OAACD webpages on information about corporate counseling associates (CCA), free resources and support for those balancing work with child care or elder care responsibilities) and posted. To ensure that the web-links are accessible and cross-referenced through the OAACD webpage.

OBJ C: Implement an official campus policy statement and procedural guide from the CUNY reasonable accommodation (RA) procedures for faculty, staff and students.

Responsible Unit(s)/Person(s) for Measure: Offices of Human Resources (OHR), in conjunction with the Office of Affirmative Action, Compliance and Diversity (OAACD) and Office of the Executive Counsel

Revised Date of Completion: June 30, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

From May 1, 2013 - September 30, 2013 - OHR to work with OAACD (in consultation with the 504/ADA Committee) and the Office of the Executive Counsel on evaluating the current process for campus reasonable accommodations.

From October 1, 2013 - December 30, 2013 - OAACD will review the OHR webpage to ensure work-related resources are available and posted, and that an accessible link to the OAACD webpage is cross-referenced.

From October 1, 2013 - December 30, 2013 - OHR to work with OAACD and the Office of the Executive Counsel to identify existing deficiencies in the current process, and develop a newly revised campus RA process for faculty, administrative staff, and applicants.

From January 1, 2014 - March 30, 2014 - OHR to begin utilizing the new reasonable accommodation process, in conjunction with OAACD.

From April 1, 2014 - April 30, 2014 - OHR to work with OAACD and the Office of the Executive Counsel to finalize evaluation of the reasonable accommodation process (to produce as an informational webpage and campus brochure with the Office of

Communications and Marketing), and identify issues (and resolutions) on any related functions and appeal process.

From May 1, 2014 - June 1, 2014 - OHR to present final evaluation, feedback and/or proposed changes to Sr. VP of Finance and Administration and the Office of the Executive Counsel (on behalf of the President). After June 1, 2014, a follow up report from each of the mentioned designees to be provided to the President. Upon the President's approval, to incorporate all approved changes for the new unit by June 15, 2014.

By June 30, 2014 - Completion on the newly devised reasonable accommodation process to be incorporated into OBJ B (with the proposed timeframe).

OBJ D: The creation and development of a sensitivity (campus diversity) training that encompasses how the campus community must address current diversity issues regarding the campus environment.

Responsible Unit(s)/Person(s) for Measure: Office of Affirmative Action, Compliance and Diversity (OAACD), in conjunction with the Affirmative Action Committee (Training Subcommittee)

Revised Date of Completion: September 1, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

From January 1, 2014 - September 1, 2014 - OAACD, in conjunction with the Affirmative Action Committee (Training Subcommittee) to develop and finalize a training schedule and training module to present to the campus community (from January 1, 2014 to August 30, 2014) on diversity awareness and inclusion issues, and best practices in addressing matters with administrative staff, faculty and students.

OBJ E: Create a comprehensive, user-friendly (online and paper) exit interview survey to evaluate, monitor reasons for employee separation from the College.

Responsible Unit(s)/Person(s) for Measure: Offices of Human Resources (OHR), in conjunction with the Office of Affirmative Action, Compliance and Diversity (OAACD) and Office of the Executive Counsel

Date of Completion: February 1, 2015

ACTION STEPS - Projected Outcomes and/or Achievements:

From January 1, 2014 - June 30, 2014 - OHR to work with OAACD and the Office of the Executive Counsel on evaluating the current process.

From July 1, 2014 - August 30, 2014 - OHR to work with OAACD and the Office of the Executive Counsel to identify existing deficiencies in the current process, and develop a newly devised exit interview survey and administrative process for job separation.

From September 1, 2014 - October 30, 2014 - The Director for Human Resources will present the proposed changes to the job separation process to OHR staff.

From November 1, 2014 - November 30, 2014 - Begin evaluations on the new job separation process to be completed by the Director of Human Resources, in conjunction with OAACD.

From December 1, 2014 - December 15, 2014 - The Director for Human Resources to finalize evaluation of unit operations, and identify issues (and resolutions) on any related functions, processes and/or job separation process.

From December 16, 2014 - January 1, 2015 - The Director for Human Resources to present final evaluation, feedback and/or proposed changes to Sr. VP of Finance and Administration and the Office of the Executive Counsel (on behalf of the President). After January 1, 2015, a follow up report from each of the mentioned designees to be provided to the President. Upon the President's approval, to incorporate all approved changes for the new job separation process by January 15, 2014.

By February 1, 2015 - Completion on the newly created exit interview survey and process to be incorporated into OBJ B.

OBJ F: Create a faculty newsletter to be publicized each academic semester on the Office of Academic Affairs webpage to highlight faculty participation, volunteer efforts, current research initiatives, conference work/speaking engagements and/or publications from reported conferences, projects, collaborative efforts and/or grants/commendations received.

Responsible Unit(s)/Person(s) for Measure: Office of Academic Affairs (OAA), in conjunction with the Office of Communications and Marketing (OCM) and Executive Counsel and Labor Designee

Revised Date of Completion: September 30, 2014

ACTION STEPS - Projected Outcomes and/or Achievements:

From May 1, 2014 - May 30, 2014 - OAA to send out a formal internal memorandum to the academic departments on the proposed work to develop and implement a bi-annual semester faculty newsletter. Notice will request for volunteers from each academic department to work with OAA on this project.

By June 1, 2014 - OAA to provide each volunteer with particular projects and topics from assigned academic departments, to research and review current highlights on faculty programs, scholarships, research proposals, etc. Volunteers are to submit to OAA a list of

identified resources (related to the assigned academic departments) and materials to include in the proposed newsletter for review and approval by OAA.

Volunteers and OAA (in conjunction with the Office of Communication and Marketing – OCM) to begin working on developing the content and structure for the paper copy and online Fall 2014 semester faculty newsletter.

From June 1, 2014 - July 30, 2014 –OAA to report progress to the President and the Executive Counsel and Labor Designee. After June 1, 2013, a weekly follow up report from OAA to be provided to the President.

By August 1, 2014 – OAA to present a final draft of the Fall 2013 semester faculty newsletter format and content for review and approval from the President and the Executive Counsel and Labor Designee. Upon the President’s approval, incorporate all approved changes for the newsletter by September 1, 2014.

By September 30, 2014 – Campus broadcast on the Fall 2014 semester faculty newsletter. OAA to assign and develop the process for the Spring 2014 semester faculty newsletter.

OBJ G: The creation of a monthly “ticker” on the college website to consistently view upcoming events, programs and/or meetings on campus.

Responsible Unit(s)/Person(s) for Measure: Office of Academic Affairs (OAA), in conjunction with the Offices of Evening and Weekend Programs, Communications and Marketing (OCM) and the Office of the Executive Counsel

Date of Completion: Open Date of Completion until 2018

ACTION STEPS - Projected Outcomes and/or Achievements:

By May 30, 2013 – OAA to send out a formal internal memorandum to academic departments on the proposed work to develop and implement an online monthly ticker. Notice will request for volunteers to work with OAA on this project.

From June 1, 2013 – August 30, 2013 – OAA, in conjunction with the Office of Evening and Weekend Programs and Communications and Marketing, to provide each volunteer with particular projects and topics from assigned academic departments, to research and review current highlights on campus programs, scholarships, current events, etc. Volunteers are to submit to OAA a list of identified resources (related to the assigned academic departments) and materials to include in the proposed monthly ticker for review and approval by OAA.

Volunteers and OAA (in conjunction with the Office of Communication and Marketing - OCM) to begin working on developing the content and structure for the monthly ticker on the campus website. OAA (in conjunction with the Office of Evenings and Weekend Programs) to develop process to submit requests to post information on the monthly ticker.

From June 1, 2013 - August 30, 2013 -OAA to report progress to the President. After August 30, 2013, a weekly follow up report from OAA to be provided to the President.

From August 30, 2013 - December 1, 2013 - OAA to present working format and content for the monthly ticker for review and approval from the President.

From December 1, 2013 - December 15, 2013 - OAA to present final evaluation, feedback and/or proposed changes to the President. After December 1, 2013, OAA to provide a final report to the President. Upon the President's approval, to incorporate all approved changes to the process with an open date of completion until 2018.

For more information,
please contact:

Bronx Community College/CUNY
Office of Affirmative Action, Compliance and Diversity (OAACD)
2155 University Avenue
Language Hall, Room 31
Bronx, New York 10453
Phone: (718) 289-5100, x3494
Fax: (718) 289-6011

http://www.bcc.cuny.edu/affirmative_action/