

Introduction

The DOI report submitted on March 31 identified your agency's 2023 accomplishments in support of DOI goals & objectives. This **Agency DOI plan** should now establish measurable objectives, that align with agency business operations and mission.

The attached report contains the Diversity Opportunity Inclusion agency goals for Virginia's 23 community colleges and two agencies. Each college and agency within the Virginia Community College System (VCCS-Agency 260) completed and submitted a report for the March 31 deadline. The attachment includes the goals previously identified in those reports. All goals are tied to how our organizations understand diversity, provide opportunities to employees and students alike, and seek inclusion.

This document contains reports from each community college (appearing in alphabetical order), the Shared Services Center and the System Office. A list of agency numbers appears next. After the agency list, the report is organized as follows:

- Each of Virginia's 23 community colleges, beginning with Blue Ridge Community College and ending with Wytheville Community College
- VCCS System Office
- VCCS Shared Services Center

Participating agencies reflected in this report		
260	<i>Virginia Community College System</i>	VCCS
261	<i>Virginia Community College System-Central Office</i>	VCCS-CO
270	<i>Virginia Community College System - Shared Services Center</i>	VCCS/SSC
275	<i>New River Community College</i>	NRCC
276	<i>Southside Virginia Community College</i>	SVCC
277	<i>Paul D. Camp Community College</i>	PDCCC
278	<i>Rappahannock Community College</i>	RCC
279	<i>Danville Community College</i>	DCC
280	<i>Northern Virginia Community College</i>	NVCC
282	<i>Piedmont Virginia Community College</i>	PVCC
283	<i>J. Sargeant Reynolds Community College</i>	JSRCC
284	<i>Eastern Shore Community College</i>	ESCC
285	<i>Patrick and Henry Community College</i>	PHCC
286	<i>Virginia Western Community College</i>	VWCC
287	<i>Mountain Gateway Community College</i>	MGCC
288	<i>Wytheville Community College</i>	WCC
290	<i>Brightpoint Community College</i>	BCC
291	<i>Blue Ridge Community College</i>	BRCC
292	<i>Central Virginia Community College</i>	CVCC
293	<i>Virginia Peninsula Community College</i>	VPCC
294	<i>Southwest Virginia Community College</i>	SWVCC
295	<i>Tidewater Community College</i>	TCC
296	<i>Virginia Highlands Community College</i>	VHCC
297	<i>Germanna Community College</i>	GCC
298	<i>Laurel Ridge Community College</i>	LRCC
299	<i>Mountain Empire Community College</i>	MECC



Blue Ridge Community College

Diversity, Opportunity and Inclusion Plan



Goal 1: Access and Success

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

GOAL FOR 2024

- Provide search advocate training in an effort to maintain more qualified individuals willing to serve, and improve the overall process.

Goal 2: Welcoming and Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

GOAL FOR 2024

- Participate in the 2024 Great College To Work For Survey, with improved results and potential recognition.

Goal 3: State Agency DOI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

GOAL FOR 2024

- Re-structure Title IX administration and coordination process, and provide relevant training as required



Since July 2021, the college has used its 2021-2027 Diversity, Equity, and Inclusion to guide its priorities, in line with the college priorities and the VCCS Strategic Plan, Opportunity 2030 (formerly Opportunity 2027). These overarching goals, which use the prefix “BCC DEI Goal (number),” align with the goals identified in this DOI report.

Goal #1: Access & Success:

1. **BCC DEI Goal 2:** Broaden the recruitment process to encourage a world-class cadre of diverse full-time and adjunct faculty who are focused on equity-minded principles and practices in teaching and learning and committed to student success.
2. **BCC DEI Goal 6:** Ensure that recruitment, retention, graduation, and transfer of historically underrepresented and underserved student populations at the college meet representation of the service area.

Goal #2: Welcoming & Respectful Culture:

1. **BCC DEI Goal 2:** Broaden the recruitment process to encourage a world-class cadre of diverse full-time and adjunct faculty who are focused on equity-minded principles and practices in teaching and learning and committed to student success.
2. **BCC DEI Goal 3:** Utilize findings from campus and climate surveys to identify and minimize or eliminate barriers to employee retention and job satisfaction.

Goal #3: DOI Infrastructure & Training:

1. **BCC DEI Goal 5:** Ensure full-time faculty and staff are professionally developed and that college constituents are provided with opportunities to engage with diversity, equity and inclusion (DEI) initiatives.

Camp Community College

Goal 1: Access & Success

Recruit, hire, develop, and retain a high-performing workforce (faculty and staff) that reflects the diversity of the student body and college community and supports the mission and vision of the college.

2024 Goals/Strategies

- Expand sources for recruiting diverse talent by engaging with minority and diversity organizations and relevant professional or trades organizations for qualified candidates.
- Promote and encourage educational, training, and development opportunities to all faculty and staff. Examples of professional growth opportunities include the VCCS New Horizons conference, the Chancellor's Fellowship, educational assistance, continuous learning courses, and funding through the College foundation.
- Train at least 10 more faculty and staff to serve as search advocates by FY 25.
- Continue to collect and review feedback from multiple sources including internal and external surveys, student enrollment and retention data, recruitment and selection data, stay interviews, exit interviews, grievances, and investigations.

Goal 2: Welcoming & Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interaction to deliver optimal results for the college and the communities we serve.

2024 Goals/Strategies

- Promote productive methods of conflict resolution through mediation, counseling, and training in respect for free speech and expression.
- Enhance cultural competency by fostering an environment that recognizes the value of diversity and prioritizes equitable outcomes.
- Review and address policies or practices affecting diversity, opportunity, and inclusion (including accessibility).

- Engage students, faculty, staff, alumni, and the community in learning varied perspectives of diversity, equity, and inclusion. We will accomplish this by offering and promoting diversity events that recognize, value, and honor diversity and independent thinking.

Goal 3: DEI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for faculty and staff.

2024 Goals/Strategies

- Offer and promote training and professional development opportunities for diversity, equity, and inclusion, leadership development, professional skills training, policy, succession planning, health & wellness, and safety.
- Establish a DE&I committee that is charged with building a diverse and equitable work environment.
- Provide faculty and staff with disaggregated data and professional development in cross-cultural understanding to assist in identifying and supporting student needs.
- Identify a point of contact from the college to collaborate with the Virginia Department of Human Resource Management.

Central Virginia Community College

Diversity, Opportunity, and Inclusion

Agency Goal 1:

- **Increase number of faculty and staff of color (L.A.C.E)**
 - Closely match demographics of student body to faculty and staff

Agency Goal 2:

- **Increase awareness of DOI opportunities**
 - Monitor and report on current DOI activities

Agency Goal 3:

- **Enhance speaker series throughout the year**
 - Plan DOI activities deliberately, not only during a particular month
 - Network and outreach to other agencies and colleges to collaborate on DOI projects and initiatives.

Danville Community College

Goal 1: Access & Success

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

- 1) Expand off-site diverse recruitment efforts, such as one event per quarter.
- 2) Incorporate techniques of Constructive Dialogue in the performance review process.
- 3) Continue to educate managers and staff on the importance of diverse hiring and the value that diverse teams bring through presentations at all-college meetings, manager meetings and Lunch and Learn sessions.

Goal 2: Welcoming & Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

- 1) Provide training for supervisors and employees on the following topics:
 - Americans with Disabilities Act and the Family Medical Leave Act
 - Civility in the Workplace (via COVLC)
- 2) Complete implementation of the Constructive Dialogue among all faculty and staff.
- 3) Employ StrengthsFinder results to improve teamwork and collaboration among employees which will enhance services provided to students in support of their degree persistence and completion.

Goal 3: DOI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

- We will continue to encourage employees to keep track of their completed trainings to incorporate into their Professional Development Plan portion of their Employee Work Profile or professional development goals for the year (for faculty).
- We plan to develop ways to brand our professional development offerings at the college.
- Currently, any employee who finishes a degree, certification or significant training is recognized at the Fall Convocation. We will continue this effort to showcase employee accomplishments.

Eastern Shore Community College

Diversity, Opportunity, and Inclusion 2024 Goals

Goal 1: Access and Success

***Objective 1:** Continue to improve hiring processes and increase access to potential applicants from diverse populations.*

***Objective 2:** Continue to retain and promote a diverse workforce.*

Access and Success Goals for 2024:

- Revise current position descriptions and EWP's to incorporate competencies related to diversity, opportunity, and inclusion.

Goal 2: Welcoming and Respectful Culture

***Objective 1:** Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.*

***Objective 2:** Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.*

Welcoming and Respectful Culture Goals for 2024

- Create a training program for all employees to complete annually consisting of 3 – 4 courses on topics such as customer services, conflict resolution, cultural competence, and civility in the workplace.

Goal 3: State Agency DOI Infrastructure & Training

***Objective 1:** Continue to amplify opportunities to advance the goals outlined in this framework.*

***Objective 2:** Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.*

State Agency DOI Infrastructure & Training Goals for 2024:

- Incorporate a review of the state DOI plan in conjunction with the annual review of ESCC's strategic plan.
- Establish DOI training and education for our Foundation and College Advisory Boards through printed materials and hands-on activities



OPEN TO ALL

DIVERSITY, OPPORTUNITY, AND INCLUSION

GERMANNA IS OPEN TO ALL

We recognize our responsibility to create, maintain, and nurture an academic and social environment that respects the diversity of people and ideas. We are committed to being an inclusive community that respects all cultures, experiences, and abilities and prepares individuals to thrive globally.

GOAL 1: ACCESS & SUCCESS

Eliminate barriers to access and success for all students

Objective 1: Streamline enrollment for military-affiliated populations to increase the number of students served.

Objective 2: All new full- and part-time faculty will complete the Faculty Orientation from the Office of Accessibility Resources.

Objective 3: Build meaningful relationships with individuals, K-12 partners, and community organizations to attract and recruit an increased number of students from diverse backgrounds and strengthen partnerships within the community.

GOAL 2: WELCOMING & RESPECTFUL CULTURE

Foster an intentional culture of excellence in diversity, equity, and opportunity

Objective 1: Provide professional development and training on diversity, equity, and inclusion to faculty and staff.

Objective 2: Provide search advocate training for all staff/faculty engaged in the hiring process.

Objective 3: Develop a sense of belonging and support between students and faculty or staff by training and matching faculty/staff mentors with students to ensure that students remain on track to completion.

GOAL 3: DEI INFRASTRUCTURE & TRAINING

Develop and maintain a campus climate and culture of understanding, respect, and support for the advancement of diversity through comprehensive programming that fosters accountability and continued achievement.

Objective 1: Improved understanding and accountability among students, faculty, and staff through the shared experience of engaging with works by historically marginalized peoples or topics.

Objective 2: Develop and ensure that a culture of understanding, respect, and support is built into the institutional structure at Germanna.



2024 Goals

Agency Goal #1 – Places: *Retain and ensure access to the strengths of a more diverse, qualified workforce through identifying barriers and opportunities in the working environment we provide.*

Space Utilization Study: We have begun an actionable strategic initiative to identify our space-based opportunities and limitations, assisted by the consulting firm, RRMM. Once the data gathering phase is completed, we will be engaging in analysis and planning with architects to make our buildings more productive, cost-effective, and comfortable to work in. We will report on this analysis and develop action plans based on those findings in 2024.

Agency Goal #2 – People: *Improve working condition assessments to be an inviting, innovative, inclusive, and impactful culture for our employees.*

We have begun a **Culture Climate Study** assisted by consultants from S.I.R., to better understand and address the factors driving satisfaction and engagement for our workforce. We will measure how we are performing on these key measures of meeting our employees' expectations. Then, we will develop action plans around these insights.

Agency Goal #3 – Processes: *Enhance the procedures and expand the core offerings of the collegiate institution.*

New Lab School: In partnership with Germanna Community College and James Madison University, Laurel Ridge has launched the Future Educators Academy, where aspiring teachers can start their education degree while still in high school and receive guaranteed admission into JMU's College of Education upon graduation. In addition, we have updated our individualized **workplace assessment procedure** to strengthen the efficiency, appeals protocols, and judicial soundness of the process.

Mountain Empire Community College



**Diversity, Opportunity, and
Inclusion Plan**

FY2025

Goal 1: Access & Success

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

2025 Objective 1: Continue to improve the hiring processes and increase access to potential applicants from diverse populations.

- a. Expand advertising of open positions to recruit diverse talent utilizing an assortment of Graystone advertising journals through our applicant tracking system, PeopleAdmin.
- b. Continue utilizing the alternative hiring process to recruit people with disabilities.
- c. Continue utilizing panels that include employee members with diverse backgrounds and perspectives.

2025 Objective 2: Continue to retain and promote a diverse workforce.

- a. During onboarding, ensure new employees are made aware of and understand the agency's inclusive principles and practices including policies that pertain to these principles.
- b. Promote training and development opportunities for all levels of faculty, administrators, staff, and adjunct faculty. Enable staff to participate in programs that are designed for professional growth within and without their normal program or workplace category.
- c. Ensure accessibility for diverse needs including but not limited to the same opportunities afforded to students including language access, digital access, and access for individuals with disabilities, ASL interpreters, large screens with software or monitors, amplified stethoscopes, FM devices for hearing impaired or Bluetooth, Bluetooth lanyards connected to cell phones and headphones, stethoscopes with Wi-Fi access to earbuds, keyboards for low vision (keys are yellow and larger), hand-held magnifying devices that are backlit to run over books to make words larger and change background color, textbooks that can be received digitally including instructor copies enlarged to read aloud, highlighters that run over a text with C-pens that define words (red versions to use when testing that will only read and not define), large screen graphing calculators that also talk to employees. All our buildings have a ground floor and ramps so every building can be accessed. Zoom meetings are closed-captioned. Canvas is closed captioned with Immersive Reader.
- d. Collect employee feedback from multiple sources, including pulse surveys, exit interviews, grievances, and hotline investigations that address valid concerns.

Goal 2: Welcoming and Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

2025 Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- a. Provide employees with disabilities with the necessary accommodation for them to be successful.

- b. Promote respect for all individuals and provide clear expectations for collegial interactions and compliance with the Civility in the Workplace Policy.
- c. Encourage cross-collaboration and rotational assignments among employees to enrich the employee experience, promote education and growth, foster diversity of thought, and inspire innovative solutions.
- d. Offer events that recognize, value, and honor diversity and independent thinking.

2025 Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- a. Promote productive methods of conflict resolution through mediation, counseling, and training in respect of free speech and expression.
- b. Promptly address inappropriate workplace behavior.
- c. Promptly address concerns and complaints through a standard process that is consistently followed.

Goal 3: State Agency DOI Infrastructure and Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

2025 Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.

- a. Incorporate the DOI plan into the agency's strategic plan and reporting efforts.
- b. Design processes to openly share DOI resources and best practices across agencies and units.

2025 Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

- a. Institute systems of assessment, reporting, accountability, and continuous improvement to optimize the realization of the agency's and/or department's goals.
- b. Align DOI responsibilities and tasks with other human resources functions and provide a point of contact within the agency's leadership team or human resources department to this office.
- c. Engage agency leaders and key stakeholders in reviewing and analyzing reports to identify achievements as well as opportunities for improvement.
- d. Review and assess internal policies and procedures throughout the agency and/or department to identify opportunities for further organizational excellence.

2025 Objective 3: Continue to provide training and educational workshops available to all employees.

- a. Offer training and educational workshops for skills training, leadership development, and career advancement.
- b. Develop talent management programs such as mentorships, succession planning, and coaching programs with the assistance of professional organizations and institutions of higher education.
- c. Ensure training programs are available to all employees, including through multiple modes of facilitation (e.g., classroom, virtual, online self-paced)
- d. Increase training opportunities.



Goal 1: Access and Success

Enhance recruitment efforts by creating more avenues to engage with various communities to attract and retain a diverse range of employees.

2024 DOI Goal

1. Create a job shadowing program that pairs employees from different backgrounds to learn about each other's roles and perspectives, promoting a greater understanding and appreciation of diversity in the workplace.

Goal 2: Welcoming and Respectful Culture

Establish and uphold an inclusive and open-minded atmosphere that fosters a variety of perspectives, while promoting respectful communication to achieve optimal outcomes.

2024 DOI Goal

1. Continue to foster a culture of respect, acceptance, and understanding among all employees to create a sense of belonging and inclusivity for everyone in the workplace.

Goal 3. State Agency DOI Infrastructure & Training

Continue to support and enhance employee's skills and career development opportunities while meeting the requirements to report progress and achievements each year.

2024 DOI Goal

Continue to encourage a culture of continuous learning and development by recognizing and rewarding employees who actively seek out and participate in training opportunities.



2024 AGENCY DOI GOALS

Agency Goal 1: Improve student retention rates

Agency Goal 2: Increase enrollment rates for underserved populations

Agency Goal 3: Expand cultural opportunities related to DOI



NOVA | Northern Virginia
Community College

NORTHERN VIRGINIA DOI GOALS 2024-25

GOAL 1: ACCESS AND SUCCESS

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

Objective 1

Continue to improve hiring processes and increase access to potential applicants from diverse populations.

Goals for 2024-25

- ✓ NOVA will increase the number of NOVA Search Advocates by at least 20% in the upcoming year.
- ✓ NOVA will offer regular professional learning to Human Resource Consultants (HRCs) and hiring managers on inclusive practices in the hiring process.
- ✓ NOVA will increase collaborations with external stakeholders that serve diverse populations to help connect underrepresented groups to promote job opportunities at NOVA.

Objective 2

Continue to retain and promote a diverse workforce.

Goals for 2024-25

- ✓ NOVA will expand training and development opportunities including coaching for employees.
- ✓ NOVA will support the creation of at least three Employee Resource Groups (ERGs) based on employee interest.

GOAL 2: WELCOMING & RESPECTFUL CULTURE

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking and respectful interactions to deliver optimal results for the organization and its customers.

Objective 1

Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

Goals for 2024-25

- ✓ NOVA will provide training for employees on fostering a culture of free speech, intellectual diversity and civil discourse.

Objective 2

Continue to provide an environment where conflicts, concerns and complaints are aired and addressed expeditiously.

Goals for 2024-25

- ✓ NOVA will update the student grievance process and follow guidance from the VCCS on updating the student code of conduct.
- ✓ NOVA will enhance its mandatory training sessions for senior leaders, covering various topics including responsibility in addressing conflicts, concerns and complaints from students or their direct reports, and create training/professional learning for employees and students about freedom of speech and protecting intellectual diversity as required by VCCS.

GOAL 3: DOI INFRASTRUCTURE & TRAINING

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees.

Objective 1

Continue to amplify opportunities to advance the goals outlined in this framework.

Goals for 2024-25

- ✓ By 2026, 24,356 students will be enrolled in the highest-earning pathways, both for workforce and transfer.

- ✓ By 2026, 24% of first-time in college program placed students will complete college-level English and math with a C or better within their first year.
- ✓ By 2026, 40% of full-time students will complete a degree or certificate in three years or less and 22% of part-time students will complete a degree or certificate in six years or less.
- ✓ By 2026, 2,023 students will successfully transfer to a university after earning their associate degree.
- ✓ By 2026, 3,900 credentials and degrees will be awarded in high earning pathways.

Objective 2

Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

Goals for 2024-25

- ✓ NOVA will continue to review and assess its internal procedures and practices to align with the VCCS and the DHRM DOI plan to support our mission and core values.
- ✓ NOVA will significantly decrease its Time-to-Fill Rate (TFR) by implementing streamlined and efficient recruitment processes, optimizing candidate sourcing strategies and enhancing collaboration between hiring managers and the HR team.

Objective 3

Continue to provide training and educational workshops available to all employees.

Goals for 2024-25

- ✓ NOVA will increase the training and professional learning options for employees and ensure they are accessible while reinforcing our mission and core values.



Patrick & Henry Community College
DOI Plan

PATRICK & HENRY COMMUNITY COLLEGE

GOAL 1: ACCESS & SUCCESS

P&HCC is committed to fostering access and success by actively working to enhance accessibility for prospective applicants from diverse populations and backgrounds as well as retaining our diverse talent.

Goals for 2024:

- Increase the percentage of diverse candidates applying to open positions
- Increase the retention of diverse employees

GOAL 2: WELCOMING & RESPECTFUL CULTURE

P&HCC is deeply committed to nurturing an inclusive and respectful environment for our students, faculty, and staff. Central to our mission is the dedication to fostering a culture where every individual feels genuinely valued, respected, and heard in all facets of campus life.

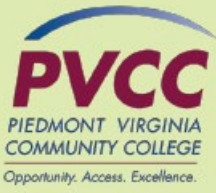
Goals for 2024:

- Implement the Caring Campus initiative for staff
- Begin work for the Caring Campus initiative for faculty
- Provide a follow-up Trauma-Informed Practices workshop to further this work and promote awareness and action

GOAL 3: DOI INFRASTRUCTURE & TRAINING

Goals for 2024

- Implement second trauma informed training
- P&HCC plans to send a team of individuals to the national conference on Trauma-Informed Practices in July. Last year, two P&HCC employees were able to attend.
- Conduct staff training on mental health first aid a suicide prevention
- All faculty (43 total) receive an introductory workshop on Mental Health First Aid and Suicide Prevention during the January In-service. Additionally, 20 student services and workforce staff members completed the comprehensive Mental Health First Aid and Suicide Prevention training in February of 2024. This work was facilitated through Piedmont Community Services (PCS).
- In May (Mental Health Awareness Month), PCS will host a mental health day focused on self-care for all P&HCC employees. In September (Suicide Awareness Month) PCS will host a discussion around suicide prevention for all students and employees.
- Two comprehensive trainings for Mental Health First Aid and Suicide Prevention are scheduled for next year, fall 2024 will be another staff training (maximum is 30 at a time) and the spring will be the faculty training.
- Decrease time to get appropriate resources to students (e.g. laptops, transportation, etc.)
- The use of EAB Navigate will be utilized to request and coordinate student service needs prior to the start of fall classes. Additionally, faculty are being trained in the spring 2024 semester on how to communicate student service needs via Navigate to decrease the amount of time it takes to connect students with services.



PIEDMONT VIRGINIA COMMUNITY COLLEGE

Access & Success

Goal 1: Access and Success: Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

PVCC FY24 Plan

Advertising & Recruiting Sources

PVCC will broaden its advertising/recruiting sources to ensure position posting and advertising to ensure broad and diverse candidate pools. Positions are currently posted on the following sites:

- PVCC website—all positions
- Indeed—all positions and Indeed paid ads for all full-time positions
- Higher Education Jobs—all positions
- State of Virginia Jobs—all positions
- Diverse Jobs—select full-time positions
- NASPA (Student Affairs administration in Higher Education)—select full-time positions
- American Association of Community Colleges—select full-time positions
- LinkedIn—full-time positions
- Center for Non-profit Excellence—select full-time positions
- Graystone via ATS system for diversity sites—targeted outreach for full-time positions

Human Resources (HR) will continue to extend its outreach and investigate additional sites to broaden the diversity of candidate pools. At the start of every search process, HR will conduct a focused intake meeting with the hiring manager for each full-time job posting. Topics to be covered include:

- Assignment of Search Advocate and discussion of the Search Advocate's role.
- Advertising opportunities, with the goal of identifying avenues for reaching diverse constituencies.
- Graduate programs in nearby colleges; HR will partner with the hiring manager to identify similar programs for outreach opportunities.
- Diversity opportunities at nearby colleges—the hiring manager and HR will discuss the diversity-related organizations that exist at nearby colleges and universities and identify ones for outreach

PVCC plans to expand its search advocate training to more PVCC employees and provide refresher training for existing search advocates to ensure consistency in practice and procedure across hiring committees and to spread these skills more broadly throughout the organization.

PVCC FY24 Plan

PVCC continues to work to better reflect the demographics and experiences of the students we serve. We are ready for and already engaged in this important endeavor. PVCC's 2024-2027 Strategic Plan frames strategic priorities around three pillars: access, completion, and community impact. Community Impact, Strategic Goal 3 notes that the College will foster an exemplary work environment and a culture of belonging that empowers learning, workplace satisfaction, safety, productivity, and opportunities for career success.

The plan includes the following actions and progress measures:

Strategic Actions Measures of Progress

- Implement practices that advance the goals of diversity, equity, and inclusion in the search and selection process for all employees.
- Great Colleges to Work For® survey results
- Employee Engagement Survey Results
- Employee Demographics
- Number of Search Advocates
- Employee Retention Rates
- Recruit and retain employees that reflect the

- College's service region.
- Attract and retain diverse talent, offer equitable and competitive compensation, and ensure that all employees have the resources, knowledge, and training to do their best work at PVCC.

The IDEA Committee is creating an action plan to enhance belonging among its community members. To date, committee members have administered an "I Belong" survey for all faculty and staff (January 2024) and conducted presentations and discussions on survey results across various constituent groups, with a request for feedback. The committee will develop a proposal of strategies to increase belonging. Support will be sought from the President's Cabinet, and action plans will be implemented with the goal of making meaningful changes based on feedback.

Additionally, the HR team will complete the development and start implementing a new hire onboarding experience that will standardize the onboarding experience for new employees with a focus on enhancing the sense of welcome and belonging from day one. HR has developed a new hire survey that was for the first time implemented soon after the New Employee Welcome. This survey will provide feedback on the new employee onboarding experience; the data will be used for continuous improvement.

Welcoming & Respectful Culture

Goal 2: Welcoming & Respectful Culture: *Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.*

PVCC FY24 Plan

PVCC hosted its first annual multicultural tree decoration event. PVCC students gathered to decorate a tree in our Bolick Student Center in December. Special ornaments made from the cultures of our student body community were placed on the tree. Students honored Three Kids Day/Epiphany, Diwali, Bodhi, Hanukkah, Ashura, Kwanza, Christmas, Fiesta of our Lady of Guadalupe, and Feliz Navidad. We also provided cultural refreshments, and students talked about each other's religions and family traditions.

Examples of events that have or will be taking place at PVCC and are open to the broader community for free include:

In the Mix: The Source, Sound and Soul of African American Music by Horace Scruggs: Scruggs' trademark combination of thoughtful inquiry, humor, and deep knowledge of his subject matter blend with soul-stirring musical performances to explore elements of African American music and their context in the larger narrative.

Films Talk Back, Traveling Our Ancestors' Journey: A Descendants' Reunion by Horace Scruggs: Scruggs turns his lens to historical house and museum Highland, former home of fifth president of the United States James Monroe and a large community of enslaved persons. The descendants of those enslaved people continue to explore their history and to tell the story of their ancestors' lives. Scruggs shines a light on their search for deeper understanding and gestures of remembrance through personal interviews and "fly on the wall" moments.

Objective 2: *Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.*

PVCC FY24 Plan

PVCC will implement recommendations as outlined in the VCCS Free Speech & Intellectual Diversity Task Force Action Plan. PVCC's Library Director served on the task force. PVCC will ensure that various reporting methods are communicated to ensure comfort level in reporting and addressing concerns.

DOI Infrastructure & Training

Goal 3: *DOI Infrastructure & Training: Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.*

PVCC FY24 Plan

PVCC created a new position, the Director of Opportunity, Success, and Achievement. The director joined PVCC in spring 2024.

The Director of Opportunity, Success, and Achievement is responsible for offering strategic direction in improving enrollment, academic success, retention, and completion rates of underserved and underrepresented students in the College's service area.

The Director is responsible for developing, leading, implementing, evaluating, and managing endeavors to promote the success and retention of underserved and underrepresented students. In addition, the Director has administrative oversight of identified high-impact practices and/or programs, including fiscal management and coordination of related support. The Director is a member of the Student Affairs division but collaborates collegewide with college leaders who have a vested interest in the overall success of PVCC's students and communities served by the College.

PVCC will send additional employees to the ATD Data and Analytics Summit in fall 2024 to continue to champion data driven decision-making around DOI at the institution.

Objective 2: *Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.*

PVCC FY24 Plan

President's Cabinet is reviewing all college policies (many of which have been in place for a very long time), and these are being reviewed with an inclusivity and equity lens. Policies scheduled for approval by College Senate in spring 2024 include: Student Identification, Firearms and Dangerous Weapons, Parking Ticket Appeals, Use of Force, Parking and Vehicle Registration, Copying Services, Remote Work, and Emergency Closure Policies.

A broad constituency is engaged in the review and approval of policies to ensure inclusion and the consideration of a diversity of perspectives. Policy reviews are completed by the Administrative Services Committee, which is composed of administrators, staff, faculty, and students. All feedback is considered, and the team comes to a consensus on policy revisions. The process then involves College Senate.

Objective 3: *Continue to provide training and educational workshops available to all employees.*

PVCC FY24 Plan

PVCC launched LEAD@PVCC in January 2024. LEAD@PVCC aims to cultivate a culture of transformative leadership across the college community. Key topics explored in the academy include leadership theories, competencies essential for community college leaders (as outlined by the American Association of Community Colleges), the role of the community college in postsecondary education, prevailing trends and issues, cultural competency, equity-mindedness, leading change, building high-performing teams, and effective communication strategies.

LEAD@PVCC is being made possible because of the vision of several PVCC employees and with financial support from PVCC's Educational Foundation through an innovation grant.

The Frank Friedman Center for Excellence in Teaching and Learning opened in spring 2024. The Center was created to strengthen teaching across the College by connecting faculty with information, resources, and best practice ideas that enhance learning. The Center will be a gathering place where faculty and staff share ideas, approaches, and work together with colleagues in a collaborative environment to create rich, engaged teaching and learning experiences. One example of professional development being made possible through the Center is the Teaching Squares program. This program allows faculty to gain new perspectives and insights into their teaching through a completely nonevaluative process. Participants in this program are assigned to a Teaching Square. Each Teaching Square consists of four faculty members, preferably from different disciplines, who work together for a semester. Faculty visit each other's classes and then reflect, meet, and discuss, through a guided process, what they have learned from the observations.



2024 AGENCY DOI GOALS

Agency Goal 1: Continue expanding recruitment outreach efforts to engage with the community, Veterans, and individuals with disabilities.

Agency Goal 2: Continue to uphold an environment that embraces inclusivity.

Agency Goal 3: Create DOI initiatives that mirror Opportunity 2027 plan.



REYNOLDS COMMUNITY COLLEGE

DOI PLAN GOALS

Goal 1: Access & Success

Goals for 2024

1. Incorporate predictive modeling into our outreach efforts to identify more minority students that might be in need of emergency financial assistance.
2. Offer a wide-range engagement and outreach activities designed to encourage more minority students to register for our free mental health services.

Goal 2: Welcoming & Respectful Culture

Goal for 2024

1. The Office of Human Resources, in partnership with the offices of Communications and Marketing, have scheduled quarterly "Beginning and Belonging" receptions to welcome new employees. The first of these events will take place in March 2024, and will include introductions of the president and executive cabinet with presentations on college history and helpful processes.

Goal 3: Diversity, Opportunity and Inclusion Infrastructure & Training

Goals for 2024

1. Increase the number of Search Advocates by 5% in 2024
2. See at least 80% of full time staff utilizing Professional Development and In Service days
3. Define and execute strategic initiatives included in the Reynolds Strategic Direction "Our People."



SOUTHSIDE VIRGINIA
COMMUNITY COLLEGE

Success Starts Here

Goal 1: Access & Success

Goals for 2024:

Enhance the recruitment process to broaden access for diverse populations by implementing targeted outreach and partnership initiatives. This includes collaborating with minority-serving institutions, leveraging social media and specialized job boards focused on diverse communities, and attending job fairs and community events that attract a wide array of candidates. The aim is to ensure that the recruitment process is inclusive and accessible, thereby increasing the representation of diverse groups within the applicant pool.

Develop and implement comprehensive retention strategies that foster an inclusive workplace culture and support the professional growth and promotion of a diverse workforce. This will involve regular diversity and inclusion training, mentorship programs pairing diverse hires with senior staff, and the creation of Employee Resource Groups (ERGs) to provide support networks. Additionally, the college will establish clear pathways for career advancement and professional development for all employees, with a focus on ensuring equitable opportunities for underrepresented groups.

Goal 2: Welcoming & Respectful Culture

Goals for 2024:

Enhance Workplace Inclusivity and Accessibility: Develop and implement comprehensive inclusivity policies and practices to ensure a supportive environment for all employees, with a special focus on accommodations for employees with disabilities. This includes conducting accessibility audits of physical and digital spaces, providing reasonable accommodations as needed, and offering regular training sessions on inclusivity and accessibility. The objective is to create a barrier-free workplace that respects and supports the needs and contributions of every employee, thereby fostering a culture of empathy and understanding.

Promote Diversity and Civility through Collaborative Practices and Celebratory Events: Reiterate our policy promoting civility in the workplace, alongside initiatives that encourage cross-collaboration and rotational assignments to integrate diverse perspectives and foster innovation. Organize regular events and activities that celebrate cultural diversity and honor the various backgrounds of the college community. This could include cultural heritage months, diversity awareness workshops, and inclusive social events. The aim is to cultivate a respectful and collaborative work environment where diverse experiences are valued and celebrated, enhancing cross-cultural understanding and cooperation.

Goal 3: DOI Infrastructure & Training

Goals for 2024:

Engage, empower, inform, and hold individuals accountable for fostering an environment where every person feels responsible for advancing diversity and inclusion excellence. To foster a culture of understanding, respect, and inclusion by providing employees with the knowledge, skills, and tools necessary to recognize and address bias, promote diversity, and create equitable opportunities for all members of our community. Through interactive learning experiences, employees will develop a deeper awareness of diversity issues, enhance their cultural competence, and learn strategies for fostering an inclusive environment where everyone feels valued and empowered to succeed

Establish appropriate and effective diversity and inclusion training to help mitigate the agency's legal risks and bolster affirmative defenses, support ongoing recruitment and retention efforts, and contribute to a more productive workplace.



Southwest

Virginia Community College

Human Resources

2024 Agency DOI Goals

Agency Goal 1:

a. Work with colleagues in our region from other Community Colleges to establish employee resource groups. This work will support Plan Goal 1, Objective 2.

Agency Goal 2:

Explore bringing a facilitator from Constructive Dialogue Institute to help shape meaningful communication between folks with diverse opinions. This work will support Goal 2, Objective 1.

Agency Goal 3:

a. Explore developing a leadership program for employees who are interested in professional development geared toward administration. This work will support Plan Goal 3, Objective 3.



Diversity, Opportunity, and Inclusion

2024-2025 Goals

Goal 1: Access & Success

DOI Goal(s) for 2024-2025

- Develop a comprehensive action plan addresses opportunities for improvement based on survey data from our employee and student Diversity Climate and Culture Survey to help deliver optimal results for our college community.

Goal 2: Welcoming and Respectful Culture

DOI Goal(s) for 2024-2025

- Create a college policy for accommodating individuals with disabilities and train supervisors and managers on the new policy.
- Create a college policy related to service animals and train supervisors and managers on the new policy.

Goal 3: State Agency DOI Infrastructure & Training

DOI Goal(s) for 2024-2025

- Explore ways in which we can further prepare students to succeed in an increasingly diverse workforce both locally and globally.
- Work collaboratively with Student Affairs and Workforce to ensure that all students and employees have access to DOI related resources and training as appropriate.
- Host annual staff appreciation luncheon.



Goal 1: Access & Success

Goals for 2024-2025

Add Student Support Systems

Enhance support systems for minority students and expanding the range of clubs and organizations better to reflect the diverse interests of its student body. A thorough review of these goals is anticipated in 2025 to measure progress and make necessary adjustments.

Expand Community Outreach

A second goal will be to broaden VHCC's community engagement to include more diverse groups within the region. This will involve creating partnerships with local organizations that serve underrepresented populations and developing programs that connect these communities with the college. The aim will be to enhance the student body's diversity and enrich the college experience for all students by exposing them to a broader spectrum of community perspectives.

Goal 2: Welcoming & Respectful Culture

Goals for 2024-2025

Increase the percentage of diverse faculty by 2% by 2024.

Develop and implement a comprehensive faculty recruitment strategy to attract individuals from underrepresented groups.

Provide mentorship and support to faculty from diverse backgrounds to facilitate their successful integration into the VHCC community.

Enhance inclusive practices in curriculum development by 5% by 2024.

Engage faculty in regular conversations about curriculum inclusivity, encouraging the integration of diverse perspectives and experiences.

Provide professional development opportunities for faculty to enhance their understanding of inclusive teaching practices.

By setting and revisiting these goals in 2025, VHCC demonstrates its commitment to ongoing improvement and progress in creating a welcoming and respectful culture that promotes diversity, equity, inclusion, and belonging on its campus.

Goal 3: DOI Infrastructure and Training

Inclusive Curriculum Development: One of the primary goals for 2024 will be to integrate DOI principles into the curriculum across all departments. This will involve reviewing and revising course content to ensure that it reflects a diverse array of perspectives and experiences. The goal will be to ensure that all students see themselves represented in their coursework and are exposed to various viewpoints.



Virginia Peninsula Community College
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Hampton, VA 23666



VIRGINIA PENINSULA COMMUNITY COLLEGE

GOAL 1: ACCESS & SUCCESS

GOALS for 2024

Enhance Diversity, Equity, and Inclusion (DEI) Training and Support - Develop, improve, and launch a comprehensive DEI training program for faculty and staff. This program will cover topics such as unconscious bias, cultural competency, inclusive language, and creating an inclusive classroom/workplace environment.

Revamp New Employee Orientation to Emphasize DEI Principles - Conduct a review of current new employee orientation materials and identify opportunities to incorporate more policy and DEI information. Develop new resources, including handbooks, videos, and interactive modules, that provide clear guidance on the institution's DEI initiatives, policies, and expectations.

GOAL 2: WELCOMING & RESPECTFUL CULTURE

GOAL for 2024

Review and Revise Policies and Procedures - Conduct a thorough review of existing conflict resolution policies and procedures to identify areas for improvement. Work closely with stakeholders to update and refine these policies, ensuring they are clear, accessible, and aligned with best practices and legal requirements.

GOAL 3: DOI INFRASTRUCTURE & TRAINING

GOAL for 2024

Digital Access - Ensure that all digital resources, including the college website, learning management system, and online course materials, are accessible to everyone, regardless of disabilities or limitations. This will be done by conducting a comprehensive accessibility audit for all digital platforms; collaborating with faculty, staff, and students to identify barriers and prioritize improvements; implementing universal design principles to create content that is usable by everyone; provide training sessions for faculty on creating accessible course materials; and regularly review and update VPCC's accessibility policies to align with best practices.

VIRGINIA WESTERN COMMUNITY COLLEGE

GOAL 1: Access and Success

Excerpts from Virginia Western strategic plans

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
Diversity, Equity, and Inclusion	Increase student diversity <u>percent</u>	26%	31%
	Increase full-time faculty <u>diversity</u>	8%	10%
	Increase part-time faculty <u>diversity</u>	5%	7%
	Increase manager diversity	15%	17%

Priority I: Diversity

Virginia Western strives for diversity^[1] and inclusion across campus by creating a more inclusive campus culture and increasing the number of underrepresented populations to be reflective of our service region in both employees and students. Virginia Western believes that diversity in higher education enriches the learning experience for students by providing opportunities for individuals to interact with people from varying backgrounds. This improves collaboration skills and innovation while increasing cultural competency. Ultimately preparing our students for working in a global economy.

^[1] Diverse populations may include but are not limited to race, gender, disability, veterans, or other populations as defined by the College.



Goal: Improve diversity, equity, and inclusion by:

1. Creating a more inclusive campus culture by having a college population that is reflective of the Service Region it serves by:
 - a. Increasing the student diversity percentage
 - b. Increasing the full-time faculty diversity percentage
 - c. Increasing the part-time faculty diversity percentage
 - d. Increasing manager diversity percentage.
2. Increase recruitment and retention of students and employees from underrepresented communities.
 - a. Retention of students from underrepresented communities will increase from 20% to 35%
3. Developing an English Language Learner Plan/Pathway for Success (this has been accomplished)

GOAL 2: Welcoming and Respectful Culture

Priority V: Resources to Support College's Mission, Vision, and Values

Virginia Western is committed to providing facilities, technology, personnel, financial resources, and communication tools that support the strategic actions listed above. Without appropriate resources, the College will not make significant progress on student success, college completion, educational access, or excellence in instruction and services. The following objectives reflect the College's resource needs in support of strategic expansion and continuous improvement of programs and services.

Goal 1: Ensure high-quality facilities for programs and services by:

1. Ensuring current and reliable facility infrastructure and related business processes to support instruction and day-to-day operations at the College.
2. Continue strong safety and security programs that meet our community's needs.

3. Maintaining accreditation with SACSCOC through the reaffirmation process.
4. Increase the number of full-time faculty engaged in professional development opportunities to broaden understanding of relevant emerging topics for student success by 50% by 2030.
5. All front-line support staff will participate in at least one professional development on financial resources to equip them to be able to respond accurately to most student inquiries by 2030.
6. Seek additional annual funding for capacity building efforts in regionally identified high demand programs

Goal 2: Ensure adequate human capital to support the programs and services by:

1. Ensuring that Virginia Western continues to have high-quality faculty and staff to support the mission in accordance with SACSCOC.

Goal 3: To Enhance Accountability and Transparency by Focusing on Results by:

1. Continuously assessing and refining accountability indicators to produce desired outcomes.
2. Ensuring current and reliable information technology infrastructure, resources, and related business processes to support instruction, day-to-day operations of the College, and communications.
3. Ensuring adequate resources that will facilitate the delivery of consistent and unified messages appropriate to respective audiences about college programs and services supporting the College's institutional priorities, including branding guidelines and standards.

Here are the Strategic indicators that we are working on related to this area:

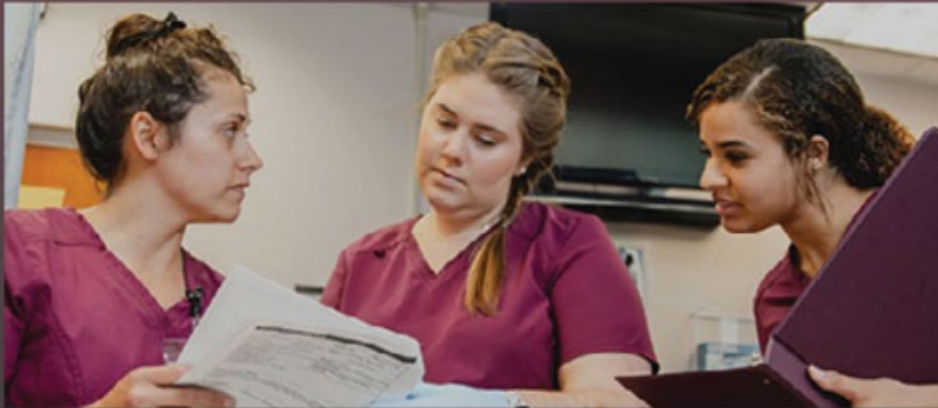
Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
Resources to Support the Mission, Vision, and Values	Tuition and Fees will comprise no greater than 35% of IPEDS core revenue	25%	35% or less
	Instruction (101) and Academic Support (104) will represent at minimum 49% of total IPEDS core expenses.	49%	49%
	Maintain a minimum of 310 Staff FTE in accordance with IPEDS Human Resources Report.	320	310 at minimum

GOAL 3: DOI Infrastructure & Training

1. Increase the number of full-time faculty engaged in professional development opportunities to broaden understanding of relevant emerging topics for student success by 50% by 2030.
2. All front-line support staff will participate in at least one professional development on financial resources to equip them to be able to respond accurately to most student inquiries by 2030.



WYTHEVILLE
COMMUNITY COLLEGE



Begin Here. **Become Anything.**

Goal 1: Access and Success

Goals for 2024

- 1. Expand Recruitment Channels:** Diversify recruitment channels to reach a broader range of candidates from different backgrounds. This include leveraging social media platforms, attending job fairs targeting diverse communities, partnering with diversity-focused organizations, and utilizing employee referral programs.
- 2. Offer Diversity Training and Development Programs:** Provide training and development programs focused on diversity, equity, and inclusion to all employees, including managers and leadership, to foster an inclusive workplace culture and support the success of diverse talent.
- 3. Cultivate Inclusive Leadership:** Foster inclusive leadership practices by providing training and support to leaders and managers to create an environment where diverse perspectives are valued, and all employees feel empowered to contribute their ideas and talents.
- 4. Implement Bias-free Recruiting Practices:** Train hiring managers to recognize and eliminate unconscious bias from the recruitment process, ensuring that all candidates are evaluated based on their skills, qualifications, and potential contributions to the organization.

Goal 2: Welcoming and Respectful Culture

Goals for 2024

- 1. Evaluate Effectiveness:** Conduct a diversity survey and encourage participation to gain baseline data on current college culture.
- 2. Utilize Diverse Training Methods:** Incorporate diverse training methods, such as workshops, webinars, role-playing exercises, case studies, and multimedia presentations, to appeal to a broad audience and reinforce key concepts.

Goal 3: DOI Infrastructure & Training

Goals for 2024:

- 1. Promote Career Development Opportunities:** Facilitate career development opportunities for employees through mentorship programs, leadership training initiatives, rotational assignments, and tuition assistance programs. Encourage employees to pursue professional certifications, advanced degrees, and specialized training to support their career advancement goals.
- 2. Align Training with DOI goals:** Ensure that training programs are aligned with the goals and priorities of the Diversity, Opportunity, and Inclusion Plan.
- 3. Report on DOI goals and accomplishments:** Report annually on diversity, equity, opportunity, and inclusion goals and accomplishments.



VCCS System Office

VCCS SYSTEM OFFICE 2024 GOALS

Goal 1: Access and Success

Objective: Continue to Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

- Contract with Circa Diversity for access to over 15,000 outreach organizations to contact women, minorities, veterans, military spouses, older workers, and disabled veterans.
- Develop a Military Spouse Hiring Campaign to continue to increase access to diverse populations.
- Continuous training to yield a 15% increase in the number of search advocates to serve on interview panels

Goal 2: Welcoming and Respectful Culture

Objective: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- Offer “Year to Thrive” series - a program developed by NOVA professors to help improve employee connection, employee satisfaction and help create a more empathetic work environment.

VCCS System Office DOI Report 13

- Distribute Year to Thrive workbooks to all employees during employee appreciation week.
- Share Windmills calendars with all employees to increase understanding of people with disabilities. Communicate opportunities for managers and others to learn more about situations that might occur in the workplace with people with disabilities.
- Develop/investigate opportunities for regular training to ensure employees understand the agency’s inclusive principles and practices.
- Ensure all employees complete annual Civility in the Workplace and other mandatory training courses through COVLC.
- Coordinate with DHRM or the Mediation Training Institute to offer conflict management training.

Goal 3: DOI Infrastructure and Training

Objective: Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

- Develop a leadership development program for system office employees.
- Conduct supervisory management training.
- Continued training on emotional intelligence in collaboration with DHRM.
- Develop mentorship program for System Chief HR Officers.
- Complete and implement a robust internship program for VCCS System Office.
- Continue to coordinate a system wide reporting structure for DOI.
- Continuous review of policies, updating where applicable.



2024 Goals

Goal 1: Access & Success

- Implement team building events for staff (within departments and across the SSC).
- Improve SSC Leadership training, including a goal to design and establish a “leadership academy” for SSC management and staff.
- Focus on strengthening our culture, deepening collaboration, and improving individual talents.

Goal 2: Welcoming & Respectful Culture

- Implement SCC Supervisors Leadership Meeting – inclusive leadership team; provide updates on SSC direction, plan, issues, etc.; review supervisory expectations, feedback, encourage peer-to-peer engagement across the SSC.
- Host annual SSC In-Service Day.

Goal 3: DOI Infrastructure & Training

- Enhance Educational Assistance Program to include 4-year institutions.
- Implement SCC Supervisors Leadership Meeting – inclusive leadership team; provide updates on SSC direction, plan, issues, etc.; review supervisory expectations, feedback, encourage peer-to-peer engagement across the SSC.
- Monitor and evaluate the impact and outcomes of the DOI infrastructure and training program.