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

Aligns with:

Core Theme and Objective of Diversity, Inclusion and Global Education:
- Expand and support the diversity of the College’s student population
- Expand and support the diversity of the College’s workforce

2014-2017 Strategic Plan:
- 2.3. Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations.
- 5.3. Diversify the workforce of Pima Community College

Draft 2017-2021 Strategic Plan:
- Strategic direction 3: Cultivate institutional excellence through continuous improvement

Actions
- Hire a Diversity, Equity and Inclusion Officer.
- Regular Diversity, Equity and Inclusion Officer participation in meetings with College leadership groups; regular meetings with external constituents.
- Transform Standing Committee on Diversity into Diversity, Equity and Inclusion Advisory Council
- Create an Office of Diversity, Equity and Inclusion.
Goal 2: Improve recruitment and retention of employees from underrepresented populations.

Aligns with:

Core Theme and Objective of Diversity, Inclusion and Global Education:
- Expand and support the diversity of the College's workforce

2014-2017 Strategic Plan:
- 5.3. Diversify the workforce of Pima Community College

Draft 2017-2021 Strategic Plan:
- Strategic direction 3: Cultivate institutional excellence through continuous improvement

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

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

Full-time Faculty Gender
- 2016-2017: 60% F, 40% M
- 2020-2021: 57% F, 43% M

Part-time Faculty Gender
- 2016-2017: 50% F, 50% M
- 2020-2021: 55% F, 45% M

Administrators Gender
- 2016-2017: 52% M, 48% F
- 2020-2021: 61% M, 39% F

Other FT Staff Gender
- 2016-2017: 54% F, 46% M
- 2020-2021: 60% F, 40% M
Quantitative metrics of GOAL 2:
Improve recruitment and retention of employees from underrepresented populations.
January to September 2020 job applicant pool

Note: every race category can include both Hispanic and non-Hispanic ethnicity

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Goal 3: Build Diversity and Inclusion competences for employees.

Aligns with:
Core Theme and Objective of Diversity, Inclusion and Global Education:
• Expand and support the diversity of the College's workforce

2014-2017 Strategic Plan:
• 5.3. Diversify the workforce of Pima Community College

Draft 2017-2021 Strategic Plan:
• Strategic direction 3: Cultivate institutional excellence through continuous improvement

Actions
Provide mandatory training to employees deemed necessary on Diversity, Equity and Inclusion topics:
• Compliance training
• Supervisory training
• Microaggressions, implicit bias, stereotyping.

Include achievement of diversity goals in performance evaluations.

Augment mandatory training with additional opportunities.
• Social justice training
• Retreats
• Mentoring and faculty exchanges
• LGBT Cultural Responsiveness
• Immigrant and Refugee Student Resource Center
Employees Training on Diversity, Equity, and Inclusion (DEI), 2020.

**College-Directed Training**

- **Diversity Awareness**
  - 2,488 employees completed

- **Unconscious Bias**
  - 2,536 employees completed

- **Coping with Aggressive Behavior**
  - 2,546 employees completed

- **Harassment Prevention & Pathways to Civility**
  - 2,673 employees completed

- **Sexual Harassment**
  - 2,670 employees completed

**D E I module added in Supervision 101 training**
- 297 employees trained

**Teaching Learning Center - Diversity and Inclusion in Teaching and Learning**
- 27 employees completed

**New Employee Orientation, P C C Culture and Inclusion module**
- 122 new employees completed

**L G B T Q+ Cultural Responsiveness Training**
- 48 employees completed

**Teaching Learning Center - Diversity and Inclusion in Teaching and Learning**

**New Employee Orientation, P C C Culture and Inclusion module**
- 122 new employees completed
Goal 4: Establish and/or strengthen partnerships with community organizations that provide services to underrepresented populations in Pima County.

Aligns with:

Core Theme and Objective of Diversity, Inclusion and Global Education:
- Expand and support the diversity of the College’s student population
- Close the achievement gap

2014-2017 Strategic Plan
- 2.3. Increase college enrollment, especially among first generation college students, students over 25, Hispanic students, and underrepresented populations
- 3.3. Expand community partnerships to more fully engage all demographic segments associated with traditionally marginalized populations
- 3.5. Development community-based partnerships to encourage enrollment in college

Draft 2017-2021 Strategic Plan:
- Strategic direction 1: Improve student success
- Strategic direction 2: Enrich the community through engagement

Actions
- Promote new and existing grant programs and enrichment initiatives that support the academic success of underrepresented student populations.
- Collaborate with community agencies to organize application and program information sessions in the community.
- Collaborate with community groups to identify and address barriers to enrollment, retention, and completion.
Goal 5: Increase and enhance students’ Diversity and Inclusion

Aligns with:

Core Theme and Objective of Diversity, Inclusion and Global Education:
- Expand and support the diversity of the College’s student population
- Close the achievement gap

2014-2017 Strategic Plan:
- 2.3. Increase college enrollment, especially among first generation college students, students over 25, Hispanic students, and underrepresented populations

Draft 2017-2021 Strategic Plan:
- Strategic direction 1: Improve student success
- Strategic direction 3: Cultivate institutional excellence through continuous improvement

Actions:

- Increase co-curricular opportunities that focus on Diversity and Inclusion topics
  - Student Life
  - Participatory action research

- Inform students about Diversity and Inclusion resources that exist outside the College

- Increase number of recruitment, retention, and completion initiatives focusing on under-represented student populations.

- Increase number of first-year recruitment, retention, and completion initiatives focusing on underrepresented student populations.

- Review and assess diversity competences in ethnic, gender, and trans-border studies curricula.

  Include DEI topics into unit planning process.

  Include DEI topics into program review process.

- Engage faculty, staff, administrators, and students to determine the best ways to facilitate students’ inter-racial and inter-ethnic conversations.

- Engage faculty, staff, administrators, and students to determine the best way to facilitate students’ cross-cultural conversations.
Goals 4 and 5 quantitative metrics, by gender.

**Headcount Fall 2016 by Gender**
- Gender: F (1,288, 6%), M (9,726, 43%), N (11,724, 52%)

**Headcount Fall 2020 by Gender**
- Gender: F (282, 2%), M (6,930, 39%), N (10,391, 59%)

**Awards 2016-2017 by Gender**
- Gender: F (2,008, 51%), M (1,813, 46%), N (124, 3%)

**Awards 2020-2021 by Gender**
- Gender: F (1,494, 59%), M (973, 38%), N (70, 3%)

**Course completion**
- Fall 2016: F (70%), M (65%), N (68%)
- Fall 2020: F (73%), M (66%), N (65%)

**Fall to Spring persistence**
- Fall 2015: F (63%), M (61%), N (64%)
- Fall 2019: F (66%), M (66%), N (66%)

**Fall to Fall retention**
- Fall 15 to Fall 16: F (45%), M (41%), N (43%)
- Fall 2019 to Fall 2020: F (44%), M (38%)
Goals 4 and 5 quantitative metrics, by race and ethnicity.

**Headcount Fall 2016**
- Asian (2%)
- White (47%)
- African American (2%)
- Pacific Islander (4%)
- American indian (4%)
- 2+ races (2%)
- Unknown (5%)
- Latinx (37%)
- 9,959 in total

**Headcount Fall 2020**
- Asian (3%)
- White (44%)
- African American (5%)
- Pacific Islander (4%)
- American indian (4%)
- 2+ races (2%)
- Unknown (5%)
- Latinx (37%)
- 6,572 in total

**Awards 2016-2017**
- White (21%)
- Latinx (6%)
- Unknown (3%)
- 2+ races (2%)
- African American (2%)
- American Indian (2%)
- Asian (2%)
- Pacific Islander (2%)
- 1,550 in total

**Awards 2020-2021**
- White (41%)
- Latinx (39%)
- Unknown (4%)
- 2+ races (3%)
- African American (3%)
- American Indian (3%)
- Asian (3%)
- Pacific Islander (3%)
- 1,132 in total

**Course completion**
- Fall 2016: 75%
- Fall 2020: 71%
- Asian: 65%
- Unknown: 61%
- White: 69%
- 2+ races: 62%
- Latinx: 64%
- African American: 63%
- Pacific Islander: 63%
- Native American: 63%

**Fall to Spring persistence**
- Fall 2015: 66%
- Fall 2019: 72%
- Fall 2016: 66%
- Fall 2020: 65%
- Asian: 65%
- Unknown: 63%
- White: 66%
- 2+ races: 62%
- Latinx: 63%
- African American: 61%
- Pacific Islander: 63%

**Fall to Fall retention**
- Fall 2015 to Fall 16: 44%
- Fall 2019 to Fall 20: 40%
- Fall 2016 to Fall 2017: 43%
- Fall 2020 to Fall 2021: 41%
- Latinx: 44%
- Asian: 40%
- Pacific Islander: 40%
- Unknown: 40%
- White: 41%
- 2+ races: 39%
- Native American: 39%
- African American: 39%
Goal 6: Prepare students, faculty and staff to adapt and succeed in a diverse, global, multicultural, multi-ethnic society.

**Aligns with:**

**Core Theme and Objective of Diversity, Inclusion and Global Education:**
- Expand and support the diversity of the College's student population
- Expand and support the diversity of the College's workforce
- Develop and increase the student population through global education

**Draft 2017-2021 Strategic Plan:**
- Strategic direction 1: Improve student success
- Strategic direction 2: Enrich the community through engagement

**PCC Strategic Plan for Internationalization**

**Actions**
- Increase PCC Study Abroad Program and international learning opportunities locally and abroad
- Increase International Students engagement in cross-cultural learning activities
- Increase connections between PCC and appropriate community partners