

2024 Institutional Report on Plan of Cultural Diversity

This cover sheet should be submitted along with the institutional report on programs of cultural diversity no later than September 1 of each year, in accordance with statute.

Please note that MHEC does not have the statutory authority to grant exceptions to this deadline. If your governing board does not meet during the summer months, please ensure you provide sufficient time for approval prior to this statutory deadline for submission to the Commission.

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Individual certifying approval by governing board: Shawn Coates, Chair

Signature of governing board authority: 

Date of governing board approval: 7/23/24

Please submit this cover sheet, report narrative, and 2023-2024 diversity plan in searchable PDF format at https://docs.google.com/forms/d/e/1FAIpQLSd5iFC__CrJ4-rQ-XuW1oaqH74bNh0AHdwUR4QFS_RxPr5iCA/viewform?usp=sf_link no later than September 1, 2024.

COLLEGE OF SOUTHERN MARYLAND
ANNUAL CULTURAL DIVERSITY REPORT

September 1, 2024

The College of Southern Maryland (CSM) recognizes the diversity within our community, celebrates our unique contributions, and commits to a culture of belonging wherein everyone is valued and respected. CSM's commitment to diversity is embedded in our mission - as an open-admissions, comprehensive regional community college - to strengthen the economic vitality of our diverse and changing region and to enhance the lives of all within it. We are pleased to submit, in accordance with §11-406 of the Education Article, our 2024 Cultural Diversity Report.

I. Summary of Institution’s Plan to Improve Cultural Diversity

Addressing and Enhancing Cultural Diversity

To continue addressing cultural diversity, CSM closed out the third and final year of our collegewide 2021 – 2024 Strategic Plan by building on already existing plans for student, faculty, and staff populations; while at the same time, starting several initiatives that promise to enhance what has already been implemented.

Aligned with Goal 2 of CSM’s Strategic Plan, CSM is committed to fostering an environment that is welcoming, inclusive, and respectful of all students, employees, and visitors. Additionally, Goal 4 of the Strategic Plan emphasizes CSM’s belief in fostering and sustaining a high performing employee culture. At the core of each of these goals is the idea embedded within the African proverb that “If you want to go fast, go alone. If you want to go far, go together.” With Dr. Yolanda Wilson at the helm since January 2023, CSM began to reframe its cultural diversity work around three major success areas connected to the theme: **Building Success Together: Student Success, Employee Success, and Community Success**. As this important work progressed, Dr. Wilson introduced and began to incorporate three strategic pillars that would be utilized to achieve said student, employee, and community success. They are **Access, Momentum, and Mobility**. CSM’s areas of emphases and strategy for implementation are provided below using these success areas and strategic pillars as our guideposts.

Cultural Diversity Efforts Lead to Student Success

Now in its 5th year as an **Achieving the Dream (ATD)** college, CSM has greatly advanced our efforts to remove barriers to learning and succeeding for all students. ATD is a network of more than 300 colleges in 43 states that are innovating to implement, align, and scale cutting-edge reforms to improve student success. ATD offers a capacity-building framework that allows colleges to pinpoint strengths and areas for improvement across seven institutional capacities, including equity. ATD considers the pursuit of cultural diversity and equity to be foundational to this work, maintaining that all policies and practices positively affect racial equity.

The most significant enhancement to the ATD work was reconfiguring the team of stakeholders exploring the possibilities and planning the work. Our new ATD team named themselves the **Dream Achievers Team (DAT)** and they are a diverse group of faculty and staff that represents every division of the college. The three co-chairs of the DAT came from three separate offices (Information Management Team, Planning, Institutional Effectiveness, and Research team, and the Division of Learning) intentionally so there was a cross-institutional focus. DAT focuses on student success and will help shepherd the college community

through the implementation of our new strategic plan. This group meets regularly to review data, talk to students and employees about their work and CSM experience, and prepare recommendations for CSM's executive leadership. DAT has held numerous discussions on diversity, equity, inclusion, and belonging. CSM's Associate Vice President of Organizational Development, Talent, and Equity was invited to facilitate and present information relevant to the discussion.

One of CSM's ATD goals is to identify a clear procedure for a student to follow when in need of any kind of support, to allow them to overcome barriers to completion. This is critically important when creating strategies around cultural diversity and inclusion because in order to see student progression and completion rates increase within CSM's minority student populations, success paths need to be clear, accessible, and equitable. As a result, CSM has implemented strategies in previous years, such as streamlining **Gateway Courses** to help first-year students be more successful and creating more effective Welcome Centers called **Hawk Hubs** to provide immediate assistance to students no matter where they are located. To ensure that these efforts to address students' basic needs were shepherded effectively, **Jehnell Linkins** was hired as the **Student Needs and Outreach Coordinator**. Based on student and faculty feedback via surveys that will be mentioned later in the report, these current initiatives are well-received and have continued with greater support and scale.

The **Division of Student Equity and Success** team has worked hard to ensure students had transformative experiences this year. In December 2023, student ambassadors attended the 2023 NASPA Racial Equity and Social Change Conference in Washington, DC. Students shared ideas and strategies to create a more equitable campus and community during this leadership event. Also, the Division of Student Equity and Success and the Division of Continuing Education and Workforce Development are working collaboratively to support **English Language Learners** by streamlining processes, one-on-one registration assistance, and incorporating a new language tool on the website.

Men of Excellence (MOE) is a college-wide initiative designed to improve the recruitment, success, retention, graduation, and transfer rates of African American men, especially those who enter as first-time, full- or part-time students at the college. The program is designed to empower students to meet their academic and professional goals and provide an array of services meant to increase student engagement, as well as encourage community-building among all participants. MOE students attended the Men of Color Summit at Montgomery College. This is an annual event where MOE students participate in a panel discussion. MOE students also participated in the CSM Student Panel entitled, **Belonging Matters: Civility to Contribution** convened during the President's Inauguration week. As a result of that panel, a DEIB Think Tank was developed to continue to address the questions and suggestions raised during that Panel event. Because it has been so successful, women students of color asked for an equivalent program and, as a result, we developed **Women of Excellence**.

CSM assesses the efficacy of our efforts to improve the student experience around cultural diversity and more using a variety of methods, including the **IDEA Center's Student Ratings of Instruction (SRI) survey system**, the **Community College Survey of Student Engagement (CCSSE)**, **Community College Faculty Survey of Student Engagement (CCFSSE)**, the **Survey of Entering Student Engagement (SENSE)**, **CSM Student Satisfaction Survey**, **CSM Transfer Report**, **Integrated Postsecondary Education Data System (IPEDS)**, annual assessments of at least one student learning objective in every course, and a five-year cycle of full course reviews.

Cultural Diversity Efforts Lead to Employee Success

CSM is committed to addressing and enhancing the cultural diversity of our employee population in both organizational structure and mindset. Under Dr. Wilson's leadership, several actions have been taken to ensure that CSM continues to develop an institutional culture of employee engagement, life-long learning, and high performance.

After careful assessment of the organizational structure of CSM's Division of Human Resources and Organizational Development (HRO), Dr. Wilson decided to rename and restructure the division to signal the emphasis on building a culture of belonging that is woven into the everyday focus of the college. As a result, HRO became the **Division of People, Culture, and Equity (PCE)** and instead of this division being led by CSM's General Counsel, a new position was created. In March 2024, Ron Price was hired as the first Vice President of the Division of People, Culture, and Equity. It is the responsibility of the Vice President of PCE to drive the creation and implementation of a culture of belonging that effectively supports CSM's mission and strategic goals and elevates equity and talent retention and development across the college. Additionally, the Director of Organizational Development and Learning and Associate Vice President of Human Resources roles were combined into a new position – Associate Vice President of **Organizational Development, Talent, and Equity (ODTE)**. The Associate Vice President of ODTE provides leadership, stewardship, and strategic direction in effective organizational development, talent acquisition, and creating and nurturing a college climate that is welcoming, inclusive, respectful, and free from discrimination, intolerance, and harassment.

In addition to organizational changes, Dr. Wilson has led the charge in working with several diverse groups of faculty and staff across the college to create a first ever, collegewide **Belonging Statement**.

“The College of Southern Maryland recognizes the unique contributions of our community and commits to cultivating a culture of belonging wherein everyone is valued and respected.”

These major changes are evidence that the leadership of CSM prioritizes the work of cultural diversity and realizes how critical it is to the success of the college's students and employees.

CSM has revived our **Leadership Enhancement Academy** where employees have the opportunity to apply to become a part of a cohort of current and aspiring leaders who will spend eight months learning and growing together and working with a personal executive coach and studying the characteristics required to become a self-aware, more reflective leader.

All employees are offered over 50 **cultural diversity-focused trainings** through CSM's learning management system, **NEOED Learn**. Additionally, all employees who participate in search committees are required to complete a **training focused on diversity and implicit biases** to ensure our hiring processes are fair, equitable, and inclusive. Further learning occurs for faculty and staff because some have chosen to participate in CSM's newly minted Participatory Governance structure. One of our four governance councils is the **Equity and Inclusion Council**, which is charged with contributing to the development of a college-wide strategy for increasing equity and inclusive diversity at the College of Southern Maryland.

CSM is also focused on specific efforts to address and enhance cultural diversity within the **composition of faculty and the ability of faculty to cultivate equitable and inclusive classrooms for students**. The **Distinguished Professor of Equity in Education**, Professor Daphne Powell, has now completed Year Two of her work in providing programming for faculty around diversity, equity, inclusion, and belonging. This

work has included collaborating with the Division of Learning leadership to improve the accessibility scores of course shells, as well as maintaining the **Heritage and Cultural Awareness Challenge** on the CSM public Equity and Inclusive Diversity webpage so that employees and anyone in the community can benefit from it. This site provides 11, 5-day cultural awareness challenges that invite the learner to learn about and immerse themselves in several different cultures throughout the year. Some of the challenges are as follows: Women's History, Jewish American Heritage, Asian American and Pacific Islander, Disability Awareness, Native American Heritage, and more.

Regarding the evaluation of our efforts, CSM's employees are asked to participate in the **PACE Campus Climate Survey** developed by North Carolina State University's Belk Center bi-annually at which time they provide feedback on CSM's efforts to improve climate factors such as institutional structure, student focus, supervisory relationships, and teamwork. This year, the Planning, Institutional Effectiveness, and Research (PIR) office conducted a **CSM Participatory Governance Survey** to gain feedback on the overall effectiveness of the participatory governance structure process. The survey is conducted every other year and as a result, it was not administered in the 2023-2024 academic year.

Cultural Diversity Efforts Lead to Community Success

CSM is committed to engaging with new and existing partners in all sectors of the Southern Maryland community because we understand how critical our role is in the community to help increase and sustain a culturally diverse regional workforce pipeline to advance the vitality of the college and this tri-county region.

CSM's **Division of Continuing Education and Workforce Development** has experienced some significant accomplishments that have greatly benefited our regional community. From the success of the Work-Based learning pilot, CSM hired staff, established a marketing strategy, and expanded our community outreach and student engagement efforts resulting in nearly 40 internship placements in FY23. Continuing Education also expanded the Personal Enrichment Program's homeschool initiative supporting K-12 homeschool communities in Charles County. Through a regional economic development partnership, CSM secured over half a million dollars to research, develop, and launch a sustainable agriculture program supporting the evolution of agriculture in our region. Continuing Education secured funding and engaged in collaboration to secure youth apprenticeship placements for 40 high school students and established a registered apprenticeship with Calvert Internal Medicine for Certified Clinical Medical Assistants. Lastly, the Division of Continuing Education and Workforce Development hosted the 2nd annual ART of Innovation STEAM Festival attracting over 400 attendees from the community in order to learn about career pathways and experience inclusive, accessible technologies.

CSM is a proud partner of the **Big Conversation Partners in Dismantling Racism and Privilege in Southern Maryland**. The mission of the Big Conversation Partners in Dismantling Racism and Privilege in Southern Maryland is to cultivate public understanding of the need to uproot racism personally and in the systems that derive benefit, and, therefore, perpetuate racism and privilege. CSM attends their meetings and participates in the sharing of information and the planning and implementation of the Big Conversation's annual community event. We will continue to participate in an annual survey wherein we get the opportunity to hear from the other partners about the quality of their own and our engagement.

Additionally, CSM has become a member of the **Transform Mid-Atlantic Association (TMA)**. TMA is a non-profit membership association of public, private, 2- and 4-year colleges and universities, including many HBCUs and minority serving institutions. TMA strengthens the capacity of member institutions to enhance

student learning and to meaningfully engage with communities by advocating, supporting, and encouraging institutional participation in academic and co-curricular based public service and civic engagement programs. Several members of CSM's faculty and staff have attended many of their events, including the Justice, Equity, Diversity, & Inclusion - Civic & Community Engagement (JEDI-CCE) Institute and the Regional Civic Engagement Summit. CSM employees in attendance have brought the information learned at these events and incorporated them into employee events such as DEIB Day and student events such as the Student Belonging Panel.

During President Wilson's Inauguration Week, a **Student Panel on Belonging** was convened entitled, **Belonging Matters**. Students, staff, faculty, and the community participated in three interactive events and student discussion panels that centered around student's real-life experiences to highlight CSM's commitment to diversity, equity, inclusion, belonging and accessibility.

To ensure that we connect with our regional community in more meaningful ways, CSM hosted the **Connecting and Convening: Making an Impact Together** event in September 2023, bringing together stakeholders and community partners from across Southern Maryland. Convening this event aligned with and was informed by our strategic plan. The ultimate goal of the event and the deeper connections being made with various community stakeholders is to improve the social and economic mobility for our students. During this event, Harry Holzer, former chief economist for the U.S. Department of Labor and Professor of Public Policy at Georgetown University, presented disaggregated data from our three counties by zip code, unearthing for us some important socioeconomic gaps by age, gender, and race.

Lastly, CSM solicited the service of **Lightcast** to conduct an **Environmental Scan** to analyze the economic landscape of the Southern Maryland region and CSM's extended service areas to identify the driving industries in the region so that we can address those needs within our program offerings.

CSM will continue to communicate with and convene community stakeholders to get their feedback on what is working to meet their needs and what CSM can do to improve.

II. Summary of How Legislation and Supreme Court's Decision Affects Campus

Reporting Campus-Based Hate Crimes

As a community college, the 2023 Supreme Court's decision to strike down race-conscious admissions practices did not affect CSM because we have an open admissions policy, accepting all applicants who meet basic eligibility criteria regardless of race. Race-conscious admissions policies primarily impact selective institutions where admissions is competitive and efforts to diversify the student body are necessary. Our open and inclusive admissions policy helps to ensure that our student body reflects the diversity of our community.

CSM encourages all members of our community to participate in creating a safe, welcoming, and respectful environment on campus. Ultimately, each member of the community is expected to assume responsibility for his or her conduct and to report behaviors that may violate this policy. To ensure that CSM's students, employees, and community members are fully aware of the processes in place to report campus-based hate crimes or any other violation of their rights, two prominent and public website pages are dedicated to outlining the steps involved and providing an online form to be completed and specific email addresses and phone numbers to contact for support. Whether a CSM person chooses to report a campus-based hate crime through the form or a specific person, the College's Title IX Coordinator, Executive Director of Public Safety, General Counsel, and Vice President of People, Culture and Equity are contacted to ensure that the process

outlined on our public website is properly followed to completion.

Regarding evaluation of our reporting structure for all misconduct, including campus-based hate crimes this past fiscal year, CSM administered its fifth **Sexual Assault Campus Climate Survey**, as part of a consortium of community colleges organized by the Maryland Higher Education Commission to better understand the attitudes and experiences of students with respect to sexual assault and misconduct. The majority of survey respondents feel safe at CSM and have a positive perception of the campus climate. Students were asked to rate statements on a five-point Likert scale (Strongly Agree – Strongly Disagree) regarding their perceptions of the college. The 2024 survey results yielded the highest percentage of respondents who strongly agreed or agreed with each statement, compared to previous cycles. Notable areas of improvement are items 5h and 5b. In 2024, 84.5% of respondents agreed that the faculty, staff, and administrators at CSM treat students fairly. This is a 16.8% improvement since the 2022 survey administration. In 2022, 71.7% of respondents felt that faculty, staff, and administrators respect what students think compared to 86.1% in 2024.

CSM's Three Strategic Pillars

Through our Strategic Planning process under Dr. Wilson, CSM has adopted three pillars that will serve as guideposts for all of the programs, policies, and procedures at the college. **They are Access, Momentum, and Mobility.** This section of the report outlines what CSM has implemented and plans to implement in order to address **Outreach and Support Programs, Community Engagement, Equity and Access, and Monitoring and Evaluation.**

Access Pillar: Outreach and Support Programs and Equity and Access

Access is the strategic pillar that reminds us that we welcome everyone by removing barriers. This pillar addresses both **Outreach and Support Programs** as well as **Equity and Access.**

In addition to the initiatives and programs that already exist to support underrepresented minority groups, such as **Men of Excellence, Women of Excellence, EXITO, the Sexuality, Alliance, and Gender Equality (SAGE) club, CSM's Global Initiative Committee, and the Multi-Cultural Student Alliance club,** CSM has begun to explore new ways to enhance access to higher education for historically marginalized communities.

CSM has partnered with the **Poiema Movement** in Charles County, Maryland to provide greater access to Adult Basic Education courses and post-secondary degree programs. Poiema provides a ministry-guided restorative journey for women survivors of trauma.

CSM has also partnered with **Lifestyles of Maryland** to provide greater access to Adult Basic Education courses and post-secondary degree programs. Lifestyles of Maryland is a non-profit that services all of Southern Maryland and provides compassionate programs and services that meet the needs of those who are underserved in our community resulting in help, hope and transformation.

CSM also partners with **Farming 4 Hunger** where we are creating dedicated student cohorts with embedded wrap-around services that provide pathways to our adult education program and our short-term skilled trades certifications, leading to more employment opportunities and greater financial stability. Farming 4 Hunger serves those in need of fresh food in Southern Maryland.

Momentum Pillar: Monitoring and Evaluation

Momentum is the strategic pillar that reminds us that we take persistence seriously, examining our culture, policies, and practice. This pillar addresses **Monitoring and Evaluation**.

As previously mentioned, CSM assesses the efficacy of our efforts to improve the student experience around cultural diversity and more using a variety of methods. More specifically, the **Community College Survey of Student Engagement (CCSSE)** is administered every other year to CSM students and provides information on student engagement, a key indicator of learning and, therefore, of the quality of community colleges. The survey, administered to community college students, asks questions that assess institutional practices and student behaviors that are correlated highly with student learning and student retention. The Spring 2023 survey was administered to credit students at a 6% response rate. The results of the survey are presented by gender, race/ethnicity, and other factors. A highlight from the survey is that African American students frequently rate these items higher than white students, and for some questions, African American students at CSM rated them higher than African American students at other community colleges.

In April 2023, CSM's Planning, Institutional Effectiveness, and Research Department (PIR) administered for the seventh time, a survey called the **Student Satisfaction Survey** to all credit seeking students enrolled during the spring of 2023 (3,887 students). Those under the age of 18 were not included. This survey is conducted every other year and this time yielded a 17% response rate. Worth noting is that when asked about Diversity, Equity, Inclusion, and Belonging, African American students tended to rate those items slightly lower than white students did, and students of two or more races gave the lowest ratings. CSM's plan to address this includes the previously discussed establishment of the Division of People, Culture, and Equity, as well as the creation of and implementation plan behind the CSM Belonging Statement. CSM is hopeful that as we actualize the goals of the Strategic Plan, we will see improvement in these DEIB ratings.

Lastly, CSM has acquired and begun to use the Microsoft data visualization tool, called **Power BI** to better understand equity gaps and work toward closing them. In particular, the academic outcomes report allows users to see course success and withdrawal rates by race, gender, age, and part-time/full-time status.

Mobility Pillar: Community Engagement

Mobility is the strategic pillar that reminds us that we offer educational pathways to improve lives. This pillar addresses **Community Engagement**.

CSM's **Kids' & Teen College** offers a vibrant array of courses for ages 5-17, spanning from music, theater, and dance to science, technology, engineering, art, and math (STEAM). This year, CSM will be providing an assorted array of course to 1,187 students which is an increase of 53 percent over last year's enrollment.

Additionally, CSM's Veterans Affairs team hosted their first **Veterans' Resource Day** at our Center for Health Sciences. During this event, CSM provided our region's military-connected community members pertinent information and on-the-spot resources to help them navigate their education, careers, and military benefits. CSM has also supported students and families by providing essential resources to smooth the transition and decision-making process. CSM stocked **Hawk Food Pantries** on three of the campuses, increased **counseling and mental health services**, and ramped up **mentoring opportunities** for any students who needs support.

APPENDIX

**College of Southern Maryland
Plan for Cultural Diversity and Institutional Equity 2023-2024**

Approved by the Board of Trustees

College of Southern Maryland
Plan for Cultural Diversity and Institutional Equity 2023-2024

The College of Southern Maryland (CSM) is an open-admissions, comprehensive regional community college and strives to enhance the lives and strengthens the economic vitality of a diverse and changing region by providing affordable postsecondary education, workforce development, and cultural and personal enrichment opportunities. Recognized once again in 2023 as one of the top online colleges in Maryland by Intelligent.com, a trusted resource for program rankings and higher education planning. CSM ranked 15th out of 18 college and universities and was the only community college on the list. CSM stands ready to support its diverse population of students, employees, and community members in achieving their academic and career goals. CSM's core institutional values - diversity, equity, respect, and integrity – are woven into the work of every division, department, and program.

CSM has integrated into its Board-approved 2021-2024 Institutional Strategic Plan (ISP) four strategic goals, heavily focused at promoting cultural diversity and institutional equity. These four strategic goals form the basis of CSM's Plan for Cultural Diversity and Institutional Equity (CDIE). These goals are supplemented by strategies and action items that form the essence of the CDIE. In addition, the CDIE plan specifies which of the three areas of success are affected based on the new president's theme, Building Success Together – Student Success, Employee Success, and Community Success.

In this plan, cultural diversity means the inclusion of racial, ethnic, and other groups that have been underrepresented in higher education (Code of Maryland, Education Article 11-406). Institutional equity refers to the intentional design of the CSM experience to treat each student, employee, and visitor with respect, consideration, appropriate support, and fairness.

CSM STRATEGIC PLAN GOAL 1: Improve student progress and completion.

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

STUDENT SUCCESS		
<p>Strategy 1.1: Clarify the paths: ensure students have the information and resources they need to achieve their academic and career goals.</p> <p>Strategy 1.2: Systemize the supports; each student will have appropriate and timely support to achieve their educational goals.</p> <p>Strategy 1.3: Demystify the finances; ensure students fully understand the cost of attending college and payment/financial aid options available to them.</p>		
Action Items	Offices Responsible	Deadline
<p>1.1: Gauge the effectiveness of Hawk Hubs, Hawk Food Pantry, and other similar programs designed to ensure students have the information and resources they need to succeed via the PACE Survey</p>	<p>SES, CWD, DOL, HRO/PCE, PIER</p>	<p>December 1, 2023</p>
<p>1.2: Gauge the effectiveness of ATD work, including Gateway Courses, such as the First Year Experience via IDEA Center's Student Ratings of Instruction (SRI) survey system, annual assessments of at least one student learning objective in every course, and a five-year cycle of full course reviews</p>	<p>SES, CWD, DOL, HRO/PCE, PIER</p>	<p>December 1, 2023</p>
<p>1.3: Gauge the effectiveness of culturally diverse, student-led clubs and programs for increasing equity in student access to support, inclusion, and belonging</p>	<p>SES, DOL, CWD, HRO/PCE, PIER</p>	<p>December 1, 2023</p>

CSM STRATEGIC PLAN GOAL 2: Ensure Equity in All Programs and Services

CSM is committed to fostering an environment that is welcoming, inclusive, and respectful of all students, staff, faculty, and visitors. Equity is at the core of such an environment. Equity is grounded in the principle of fairness and is achieved by providing each individual with the opportunity, resources, and access needed to be successful.

STUDENT SUCCESS EMPLOYEE SUCCESS COMMUNITY SUCCESS		
<p>Strategy 2.1: Improve hiring practices to ensure equity for all.</p> <p>Strategy 2.2: Use disaggregated data to close equity gaps.</p> <p>Strategy 2.3: Expand digital access and technology to ensure equity for all learners.</p> <p>Strategy 2.4: Strengthen cultural competency among all employees.</p>		
Actions	Offices Responsible	Deadline
2.1: Analyze and evaluate recruitment pipelines for workforce areas and applicant pools in which groups are underrepresented	HRO/PCE, DOL, CWD, PIER	December 31, 2023
2.1: Review and revise hiring processes (including search committee training) to improve consistency of practice across workforce areas and to increase hiring of employees from underrepresented groups in workforce areas with underrepresentation	HRO/PCE, DOL, CWD, PIER	December 31, 2023
2.2: Implement annually CSM’s Affirmative Action Program, identifying workforce areas in which groups are underrepresented by gender or race	HRO/PCE, PIER	June 30, 2024
2.3: Develop and implement strategies to address barriers to the effective retention of employees from underrepresented groups, including limited access to technology and other resources required for tele-working during remote operations	HRO/PCE, DOL, CWD, PIER	June 30, 2024
2.4: Gauge the frequency of use and mastery of diversity courses offered through NEOED Learn, both mandatory and voluntary	HRO/PCE	June 30, 2024

CSM STRATEGIC PLAN GOAL 3: Build and sustain the regional workforce pipeline

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

COMMUNITY SUCCESS		
<p>Strategy 3.1: Establish the college as the training provider of choice for Southern Maryland.</p> <p>Strategy 3.2: Collaborate with regional and state partners on workforce development initiatives.</p> <p>Strategy 3.3: Provide accelerated learning opportunities that align with regional workforce needs as well as global industry needs.</p>		
Actions	Offices Responsible	Deadline
3.1: Gauge the effectiveness of strategies implemented to achieve a more equitable demographic representation in targeted programs addressing county workforce needs	SES, DOL, CWD, HRO/PCE, MAR	December 31, 2024
3.2: Begin and continue conversations with strategic regional and state entities on workforce development initiatives to discuss mutually beneficial partnerships	SES, DOL, CWD, HRO/PCE, MAR	December 31, 2024
3.3: Gauge frequency of visits to the Culture and Heritage Challenge housed on CSM’s public website	SES, DOL, CWD, HRO/PCE, MAR	December 31, 2024
3.3: Chronicle ways CWD engages the regional workforce in accelerated learning opportunities	CWD, HRO/PCE, MAR	December 31, 2024

CSM STRATEGIC PLAN GOAL 4: Foster and sustain a high-performing employee culture

CSM believes that fostering a culture of employee engagement, work-life balance, life-long learning, and high performance is critical to the success of the college’s mission and our ability to serve our students and our community.

EMPLOYEE SUCCESS		
<p>Strategy 4.1: Expand professional development to ensure a high caliber workforce. Strategy 4.2: Reconceptualize where and how we work. Strategy 4.3: Strengthen a culture that incorporates our institutional values in all we do. Strategy 4.4: Ensure a workplace environment that is inclusive, participatory, and encourages employee engagement at all levels.</p>		
Actions	Offices Responsible	Deadline
4.1: Increase the use of NEOED Learn for professional learning among CSM employees	HRO/PCE	June 30, 2024
4.2: Develop more flexible strategies regarding work modes and environments	HRO/PCE, PRE, OPP	June 30, 2024
4.2: Design and implement a DEI training curriculum that promotes employee attainment of CSM core values, ATD capacity areas, and AACC competencies	HRO/PCE	December 31, 2024
4.3: Gauge workplace culture by examining the PACE Campus Climate results for employees	HRO/PCE, PIER	December 31, 2024

Key:

- CWD Continuing Education and Workforce Development DOL
Division of Learning
- HRO/PCE Human Resources Department/People, Culture, and Equity
- MAR Marketing Department
- PIER Planning, Institutional Effectiveness, and Research PRE
Office of the President
- SES Division of Student Equity and Success
- OPP Operations and Planning