

MADISONVILLE COMMUNITY COLLEGE

*Response to Recommendations
of the Council on Postsecondary Education
Committee on Equal Opportunities Campus Visit*

March 26, 2007



Madisonville Community College Response to the CPE Committee on Equal Opportunity Report

General Recommendations	Response/Actions Taken
<p>1. There must be a concentrated effort to manage the need to preserve heritage and tradition at MCC while nurturing a new more attractive and inclusive environment to create a public institution that flourishes.</p>	<p>Recent actions of the leadership team and president at the college have made significant progress toward this goal. One goal of both the college and KCTCS is to expand diversity and global awareness in the commonwealth.</p> <p>Listed below is a summary of some of the several on-going initiatives underway to build the inclusive and nurturing environment necessary for the college to fulfill its mission:</p> <ul style="list-style-type: none"> - Expanded professional development opportunities for faculty and staff designed to move the college toward cultural competence. - Increased involvement by the director of diversity programs in community activities to raise awareness of the college and its programs. - Increased programming highlighting diverse populations in the Glema Mahr Center for the Arts schedule for 2007-2008. - Increased efforts in hiring African-American faculty and staff. - Increased efforts in recruitment and retention of African-American students. - Acknowledgement of diversity initiatives in 2006-2007 Annual Report - Increased marketing efforts and public relations in the service area concerning diversity initiatives at the college. <p>The president of Madisonville Community College, Dr. Judy Rhoads, and her administrative cabinet acknowledge the importance of these and other efforts and are accountable to complete the activities described throughout this report. The college is committed to creating a more inclusive and attractive environment for all students and members of the college community.</p>

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<p>2. MCC should more aggressively pursue the appointment of ethnic minorities to the local board of directors. The current board does not have an African-American service compared to having a strong presence in the community and service area. There was no evidence that MCC has requested assistance with securing ethnic minority representation.</p>	<p>Following the March 2007 CEO campus visit, Dr. Judy Rhoads, president of Madisonville Community College, collaborated with senior administrators and members of the college community to prepare a list of potential African-American board members for submission.</p> <p>The names and necessary information for board of directors appointments have been submitted to KCTCS president Dr. Michael McCall. There are anticipated vacancies on the Board this academic year and the college fully expects that an African-American appointment will be made.</p> <p>The college has previously submitted the names of African-American citizens for consideration for board appointment but none was made.</p>
<p>3. MCC should clarify its process for adopting the diversity plan, including insuring that it is discussed as a part of the official meeting agendas of the faculty, professional staff, and student governments, and that these meeting be open to all to attend, and have input. These actions should take place before the institution officially adopts the plan for implementation.</p>	<p>A timeline for implementation of the diversity plan was developed immediately following the CEO visit. The diversity plan was presented at the summer meeting of college classified staff. Opportunities for input and comments were provided during and after the presentation.</p> <p>The diversity plan was then shared with the entire college at the annual beginning of term kick-off in August. The chair of the diversity committee, who also serves as chair of the faculty, will again discuss plan initiatives and implementation at the first official faculty meeting of the year to be held in September.</p> <p>Focus groups of faculty and staff not involved in the creation of the plan are scheduled in late September and early October. These groups will review the plan and strategies and make recommendations on the final draft. This feedback will be shared with the diversity committee so changes or edits to the plan can be made prior to formal adoption. The co-chair of the diversity committee is leading the focus group project.</p> <p>The diversity plan was additionally reviewed by the new slate of Student Government Association (SGA) officers and representatives at their first official meeting in September. Students in the Multicultural Student Association (MSA) were provide opportunities for feedback on the diversity plan at their initial 2007</p>

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	<p>meetings as well. A link to the plan was also emailed to all enrolled students.</p> <p>Once the plan is formally adopted, the president, deans, director of diversity programs, and unit directors are accountable for implementing the plan strategies to achieve the identified goals. The college diversity committee will periodically review plan progress and make recommendations to the president's cabinet and director of diversity programs on adjustments and modifications to the plan.</p>
<p>4. The committee recommends that the newly established position of Director of Diversity be included as a member of the president's cabinet meetings. While the line of reporting may not be directly to the president, the committee believes that it is essential that the directory of diversity be engaged in policy development. This will also ensure that each campus is consistently and effectively addressing the needs of ethnic minority students, faculty, staff and administrators.</p>	<p>Since the CEO visit, the director of diversity programs has attended meetings of the president's cabinet on a regular basis. In addition, the director of diversity programs has also attended meetings of the board of directors routinely to provide updates on initiatives and to gather feedback from board members.</p> <p>The current reporting structure has provided the director of diversity programs a great deal of support and a number of resources. Housed in the student affairs division, the director of diversity programs has a high level of access to leadership in the recruitment, financial aid and scholarships, career and academic planning, and Ready-to-Work departments.</p> <p>In addition, as a member of the student affairs leadership team, the director has the opportunity to work with the leadership of the Upward Bound, Educational Talent Search, and Student Support Services programs. This connection with these groups has increased the level of participation the director has with minority populations in the service areas schools and on campus.</p>
<p>5. Based on focus group conversations advising policies are not consistent among the four campuses. MCC should conduct a desk audit of its advising policies/procedures to assure consistent interpretation and implementation across the four campuses.</p>	<p>MCC has an advising task force (ATF) committee formed in 2003 to address issues of advising, graduation rate improvement and student development. One successful outcome of the ATF work has been the successful First Semester Experience program for new students. All new students must attend the program and be exposed to the wealth of college resources available to support their learning and academic development. All students who enter the First Semester Experience receive a consistent orientation to the college.</p>

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	<p>Since the CEO visit, the Career and Academic Planning (CAP) center has increased the amount of information to support faculty advisors and has developed over the last semester a comprehensive web site with advising resources and materials. Curriculum guides for all associate degree programs are available on the Madisonville web site for students and faculty to use during planning for registration. New faculty members are required to attend a mandatory training in the theory and practice of developmental advising.</p> <p>In addition, all faculty advisors were required to attend a professional development session at the college-wide kick-off focusing on advising approach, available resources, and curricular and program changes for 2007-2008.</p> <p>At the initial fall meeting of the ATF, three subcommittees were formed and charged with the following assignments for the year:</p> <ul style="list-style-type: none"> - Conduct a review/audit of current advising procedures after the first semester experience program for new students. - Establish a common advising practice to employ with all students in all academic programs and on all campuses following the first semester. - Consider the role of academic advising in faculty workload and in the tenure and promotion process. <p>The recommendations of the committee will be considered for implementation by the chief academic officer and the dean of student affairs, who are accountable for the completion of this initiative.</p>
<p>6. Based on focus group discussion, customer service in the financial aid office present challenges for students attempting to obtain advice and counseling. MCC should periodically conduct impromptu service audits of the financial aid office to determine whether current policy and procedures are yielding the</p>	<p>The college has several on-going initiatives in place to ensure student service in the financial aid office remains at high levels. Some of these initiatives are described below:</p> <ul style="list-style-type: none"> - In the fall of 2006, the student affairs division conducted an online student satisfaction survey for financial aid office services. Over seventy-seven percent of respondents stated the financial aid office was either

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<p>level of service envisioned by the administration.</p>	<p>very helpful or helpful. Only six percent stated the financial aid office was not helpful or not at all helpful. The college will survey students from the fall 2007 term to gauge progress on student service goals in the financial aid area to make sure processes are student friendly.</p> <ul style="list-style-type: none">- Data from the Community College Survey of Student Engagement (CCSSE) and the Noel-Levitz Student Satisfaction Inventory is collected and shared with the appropriate financial aid personnel. The recent CCSSE data indicates that our students are more satisfied with financial aid advising services than other students at comparable small colleges and community colleges.- In the spring of 2007, financial aid staff attended the KCTCS provided customer service training to improve relations and communications with students. All front line staff took part in customer service training and was provided with additional materials to support service to students. Mystery shoppers visited campus and the resulted were used to improve service as a part of the system-wide 'Just Ask' campaign.- A telephone call center management system has been implemented in the financial aid department beginning in the summer of 2007. Calls made to the area from the switchboard are handled in a more controlled and efficient manner thereby eliminating much of the frustration experienced by students unable to reach a financial aid counselor during peak times.- Professional staff in the financial aid office attends the annual Kentucky Association of Student Financial Aid Administrators (KASFAA) conference and take part in college level professional development.- Financial aid web services are continually reviewed and improved when necessary (recent updates include a cost of attendance calculator, FAQ section, and links to funding sources). The site is under constant review. <p>The dean of student affairs and the director of financial aid are accountable for ensuring appropriate levels of high customer service in the financial aid office.</p>
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<p>7. MCC should not ignore the reported perceptions of the public, students, faculty, and staff regarding the marginalization of minorities at the four campuses. Instead the information should be embraced and communication/marketing strategies implemented to promote diversity through campus activities and programming. (There seems to exist in the ethnic minority communities perceived negative images/stereotypes regarding the institution's openness to embracing greater diversity.</p>	<p>The college has prepared a second series of professional development seminars and workshops for faculty and staff for the 2007-2008 academic year to build on the programs started in the 2006-2007 year. The guiding principle and theme for the professional development series this cycle is 'moving beyond awareness to cultural competency'.</p> <p>A major, successful event held by the college in the spring semester was a Diversity Senior Salute held in conjunction with the Bowles Center for Diversity Outreach. Area high school seniors and college graduates were celebrated with an awards dinner and program. The director of diversity programs has established this as an annual event and will continue to build bridges to the minority community through this recognition and honors program. In addition, the director serves on the Hopkins County Schools Committee on Diversity Education.</p> <p>Additional cooperative events over the course of the summer with the local school district family resource centers helped address the perceived notion that the college marginalizes its minority populations. A Family Fun Super Saturday event was held in conjunction with community partners such as family resource centers, African-American churches, Murray State University, and other civic groups. In conjunction with the director of diversity programs and the Multicultural Student Association (MSA), the college has planned additional community and staff events throughout the year to focus on issues of diversity and awareness.</p> <p>The president and the college's administrative cabinet are accountable for this initiative.</p>
<p>8. MCC should consider making diversity achievements a strong ingredient in the administrator/faculty/staff annual evaluations. The system should reward good performance by administrators, faculty, and staff in regard to diversity in colleges and departments.</p>	<p>Faculty, professional staff, and staff in every unit of the college complete annual personnel planning documents. Expanding diversity and global awareness is one of four goals established by KCTCS and mirrored by Madisonville Community College. All employees are encouraged and directed when appropriate to include targeted, specific personal goals which are then linked to the college and system goals for diversity.</p>

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	<p>Each college employee must identify linkage in their personal planning for the year to the system goals. During the personnel evaluation cycle, progress toward goals is monitored and success in areas related to diversity achievements are recognized and identified in the formal review process by all supervisors.</p> <p>The president and administrative cabinet are responsible for rewarding staff and faculty in their divisions for achieving goals related to diversity.</p>
<p>9. MCC has a strong student recruitment and admissions program. However, the strategies employed by the program seem to yield very few ethnic minority enrollments. MCTCS should conduct a desk audit of recruitment efforts, policies, and procedures to ensure efficiency of implementation and productivity; a standing recruitment committee with a subcommittee to focus extensively on the recruitment of ethnic minority groups for all campuses may enhance these efforts.</p>	<p>An enrollment management (EM) committee has been in place at the college for several years. Composed of faculty and professional staff, the EM committee reviews the college's enrollment management plan and addresses other issues of recruitment and retention during the academic year.</p> <p>An ad hoc group of administrators and professional staff were assembled in the fall of 2006 to discuss African-American enrollment. This group will be called together again in the fall 2007 semester to evaluate progress and make necessary recommendations.</p> <p>In September, a team of college faculty and staff were called together to consider issues related to enrollment growth and the development of an integrated college marketing plan. A major component of the plan will be increasing African-American and minority enrollment. The college's integrated marketing team, which includes the director of diversity programs, will then take the ideas and strategies from the focus groups to build a comprehensive marketing plan.</p> <p>The dean of student affairs directed the EM committee in the academic year 2007-2008 to conduct a complete review of the college's 150 Enrollment Action Plan to ensure materials and strategies employed are the most effective to increase the number of African-American students enrolled at MCC.</p> <p>A subcommittee on minority student recruitment has been appointed from the EM committee's membership. Working with the director of admissions and the director of diversity programs, this group will consider additional strategies to increase the enrollment of African-American students.</p>

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	<p>The dean of student affairs, director of enrollment management, and public relations coordinator are accountable for this initiative.</p>
<p>10. MCC should seek to build a stronger relationship with Murray State University to provide greater access and transfer opportunities for qualified students interested in pursuing bachelor degrees.</p>	<p>MCC has a number of initiatives currently in place to partner with Murray State University and others are planned for future collaboration, including the construction of a postsecondary education building to house Murray State University programs on campus at MCC.</p> <p>Listed below are descriptions of those current initiatives.</p> <ul style="list-style-type: none"> - Funding for the planning of a postsecondary education facility on campus at MCC to house Murray State University academic programs and support programs has been allocated. Preliminary drawings for the facility have been completed by Myers Jolly Architects and they have completed phase A on the project. - The MSU-Madisonville site currently offers one-on-one transfer advising for all interested transfer students. Department representatives from academic programs routinely visit the Madisonville campus to meet with current and prospective students. - Over 700 students were enrolled in MSU courses at the Madisonville site in Fall 2007 semester and MSU-Madisonville had over 100 graduates for the 2006-2007 academic year. - The following 2 + 2 agreements are in place with MSU currently: elementary education, interdisciplinary early childhood education, middle school education, special education, nursing, telecommunications systems management, social work, and multiple options in the bachelor of independent studies program. - A meeting was held in June with MSU representatives, MCC staff, and pastors from area African-American churches to discuss recruitment in the area. Also, the director of diversity programs served on the search committee for the MSU-Madisonville recruiter position.

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Communications	Response/Actions Taken
<p>1. To the extent possible, MCC should provide uniform services at each campus and provide information to that effect at whatever central location students use to retrieve such information. There were conflicting interpretations within the system of services provided at each campus compared to the main campus.</p>	<p>Staffing and personnel concerns make providing student services at other campus sites at the same level as the North campus a distinct challenge. Enrollment growth has additionally strained current resources and MCC has developed innovative ways to provide support to all students. College leadership has attempted to expand and utilize web based services as much as possible to alleviate the concerns. Each department of the college maintains a web site and posts materials to assist students with their studies and other concerns.</p> <p>Listed below are the current student services which are provided on all campus sites:</p> <ul style="list-style-type: none"> - The following services are provided on the Muhlenberg Campus per a weekly schedule posted on site (financial aid, job placement, disability resources, TRIO-Student Support Services). A student affairs specialist is on campus full-time to answer questions related to enrollment and to provide general academic advising assistance. - The following services are provided on the Technical Campus per a weekly schedule posted on site (financial aid, job placement, disability resources). Students in technical programs who are participants in the TRIO-Student Support Services program are able to make appointments as necessary with advisors. A student affairs specialist is on-site once per week to address questions on enrollment and to provide academic advising assistance. - The following services are provided on the Health Campus per a weekly schedule posted on site (financial aid, job placement, disability resources, TRIO- Student Support Services). A student affairs specialist is on campus four days per week to answer questions related to enrollment and to provide general academic advising assistance. <p>The dean of student affairs and the student affairs leadership team are accountable for this initiative and responsible for providing support services to all students enrolled at MCC.</p>

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<p>2. Using a best practices approach, MCC should establish and promote the support services that are available to students at each campus. And, where practicable provide consistent services at all campuses to reduce the cost of attendance for students and to reduce confusion regarding the availability of services.</p>	<p>Support services are advertised and promoted to students through electronic means and appropriate signage at each campus site. Support programs and services also rely on the faculty to encourage and direct students to take advantage of available resources both on the North campus and on all campus sites during the scheduled times.</p> <p>Financial aid extended services at Muhlenberg County has been extremely successful in assisting students and lowering the cost of attendance. Weekly appointments can be made and the director of financial aid works with the students. In peak times, additional staff members join the director in providing one-on-one service to current and prospective students.</p> <p>Improvements in scheduling support services have been made and will be implemented in the fall 2007 semester. The president's cabinet, dean of student affairs and the student affairs leadership team are responsible for this initiative.</p>
<p>3. Students were complimentary of the parking available at each campus; they were disturbed that the lighting at two campus sites was insufficient, specifically, at the Muhlenberg campus. Currently, no lighting exists at the end of the parking lot according to students.</p>	<p>The president and administrative cabinet have reviewed the specifications for lighting and have determined the lighting on the Muhlenberg campus meets code. The college owns only a portion of the land at the site and the access road is maintained by Central City local government. Regardless, additional study is underway to determine the most cost effective method for improving the lighting on the Muhlenberg campus.</p> <p>On the Health campus, lighting improvements totaling over \$10,000 were made in 2006-2007. Recent developments on the campus with the Trover Foundation will improve lighting and overall campus safety with the renovation of an older campus building.</p> <p>The dean of business affairs and director of safety and facilities are responsible for maintaining campus safety and security and are accountable for this initiative.</p>

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<p>4. The college should, by policy, include diversity events and activities on the MCC published master calendar. Students spoke highly of the MSA (Multicultural Student Association) and suggested that it have more prominence.</p>	<p>While the college does not produce an annual master calendar, activities and events planned throughout the year are advertised and promoted on campus by a number of different methods such as email, flyers, posters, and classroom announcements.</p> <p>Members of the Multicultural Student Association (MSA) serve on the college's Student Government Association and are involved in other campus activities thereby expanding the reach of the MSA.</p> <p>The student activities calendar is maintained by the dean of student affairs office and is updated as information becomes available. Each month the new calendar of events is emailed to all students and the link updated on the student web page. The use of new web services and social networking sites is being considered for the year as well.</p> <p>The dean of student affairs is accountable for the promotion and marketing of student events and activities on all campuses.</p>
<p>5. MCC should clearly communicate its policies regarding safety and security (on each campus) to students. Students indicated that they were unaware of who (on each campus) to contact should an emergency arise; and that it would be helpful if MCC would provide decals for vehicles to help identify vehicles that belong on campus, compared to those that do not. It was stated that this would be particularly helpful to students taking night classes and must sometime walk through dark areas in the parking lots after class.</p>	<p>The college acknowledges the committee's concerns regarding campus safety and security. To help address these issues, the college has taken the following steps:</p> <ul style="list-style-type: none"> - Communication with all enrolled students was made early in the semester via email to explain college safety procedures and to make available the college's safety manual and campus crime report. - A Tips Line has been implemented in the fall 2007 term through which students can report suspicious behavior or concerns to administrators. This phone number has been emailed to all students and signage is up in all buildings with the number posted. - The college's safety committee has two new co-chairs appointed for the 2007-2008 academic year. One co-chair is a retired Madisonville police officer and a regional coordinator for disaster planning. The second co-

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	<p>chair is an experienced engineer and is familiar with OSHA regulations.</p> <ul style="list-style-type: none"> - Members of the Crisis Management Team will undergo NIMS training during the 2007-2008 academic year. Exercises will be held throughout the year with this team to develop skills and expertise in dealing with potentially dangerous situations. - The safety committee will also consider mandatory staff and faculty identification cards and improvements to campus lighting during meetings planned this academic year. <p>The dean of business affairs and director of safety and facilities are accountable for this initiative and responsible for addressing campus security and safety concerns.</p>
<p>6. Students noted that sometimes information provided by advisors/counselors do not align with current policy and procedures at MCC. They indicated that many advisors and administrators are unable to assist them with online registration.</p>	<p>The college's Advising Task Force (ATF) committee has been directed to review advising practices for students after the First Semester Experience program to establish a 'best practices' approach for all faculty and staff to adopt in academic advising. The outcome of this review will be a standard procedure and outline for advising students in all academic programs.</p> <p>Online registration and other web services have improved greatly for students with updates to the student information system (PeopleSoft). Training is provided and will continue to be provided annual to ensure advisors and administrators are current on procedures in PeopleSoft.</p> <p>The chief academic affairs officer and the dean of student affairs are accountable for this initiative.</p>
<p>7. MCC, based on student observation, should provide additional tutors and better scheduling at each campus to insure access and success. Currently, the north campus has 9, technical campus 1, health campus 1, and Muhlenberg 2</p>	<p>The college acknowledges the need for increased tutoring support at all campus locations. Since the CEO visit, a full-time tutor has been hired to serve the Muhlenberg County Campus. Students have available in the fall 2007 semester the following options for academic assistance:</p>

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<p>tutors to assist students. Typically, tutoring services are available only on Tuesdays and Thursdays until 2 p.m. at the Muhlenberg campus, however, most students are in class during the hours when tutoring is offered; the resource center also maintains hours when students are attending class.</p>	<ul style="list-style-type: none"> - <u>Muhlenberg Campus</u>: Monday-Tuesday, 9:30 am to 5:00 pm; Wednesday, 11:00 am to 5:00 pm; Thursday, 8:00 am to 5:00 pm. Students and professional tutors are available at these times. In the fall 2007 term, a full-time professional tutor was hired to strengthen the program of academic support for students. - <u>Health Campus</u>: Tutoring is available by appointment Monday-Friday for health campus students. Four student tutors are available for nursing students and two student tutors are able to assist allied health students. a full-time professional tutor also works with all health program students by appointment, including evening and weekend hours. This tutor also prepared a CD tutorial for student usage outside regular hours. - <u>North Campus</u>: The Learning Center on the North Campus is open from 8:00 a.m. to 6:00 p.m. Monday through Thursday and from 8:00 a.m. to 4:30 p.m. on Friday. Tutoring is available in most every subject area and multiple tutors are ready to assist students with all assignments. - <u>Technology Campus</u>: Students on the Technology campus have the opportunity to work with faculty closely for additional assistance and help in their technical program of study. General education tutoring is available to students through electronic means in an expanded computer lab on this campus. In addition, a student affairs specialist is available to work with students needing assistance. <p>The chief academic affairs officer and the director of the learning center are accountable for this initiative.</p>
<p>8. In its marketing and advertising, MCC should better, effectively communicate, and demonstrate that ethnic minorities are welcome as employees; currently there are very few African Americans employed as faculty and professional staff. Based on this lack of representation, the perception in the</p>	<p>Since the CEO visit, two professional staff positions and one faculty position have been accepted by African-American applicants, and an African-American candidate has been interviewed for every position.</p> <p>The director of diversity programs has spent considerable time in the African-American community to foster relationships and build rapport. Referrals for several positions at the college have lead to successful position searches.</p>

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<p>community appears to be that African Americans need not apply for positions at MCC.</p>	<p>Continuation of this work in the community will be an important component of all future employment searches.</p> <p>The college's director of public relations makes a concerted effort to include minority students and faculty and staff in promotional and advertising materials. Representatives from KCTCS have supplied the college with a vast pool of photographs for use in promotion to assist in this effort. The college also includes statements of diversity in advertising and promotional materials and indicates in advertising that minorities are encouraged to apply.</p> <p>The dean of student affairs, director of enrollment management and public relations coordinator are accountable for this initiative.</p>
<p>Employment and Career Advancement</p>	<p>Response/Actions Taken</p>
<p>1. MCC should clarify its message regarding the role of the director of diversity and that of the affirmative action officer (human resources) in the search process. During the focus group session, it appeared that neither knew that the other had a role in the search process or what their specific role is. A search committee or applicant would not have the appropriate resource to assist with the employment process unless there is more clarity.</p>	<p>Since the CEO visit, the president's leadership team reviewed the roles of both the director of human resources and the director of diversity programs in regards to the search process and affirmative action officer duties.</p> <p>The role of the director of diversity programs in the search process is to locate and encourage qualified applicants to pursue openings at the college. During the application process, the director assists candidates with their questions and concerns. The director has been empowered to actively recruit candidates for all openings and maintain contact with the appropriate department heads during the search.</p> <p>The role of the director of human resources is to answer questions and specifics related to positions and searches. The director can update the candidate on the file completion process and the timeline and progress for search committees.</p> <p>The dean of student affairs and the dean of business affairs are responsible for maintaining communication and monitoring the cooperation between the director of human resources and the director of diversity programs in the search process.</p>
<p>2. MCC should review current strategies to</p>	<p>Since the CEO visit, several activities at the college have taken place to improve</p>

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<p>insure that the policies promote and result in the desired outcome, particularly in support of more diversity at higher levels within institution. Discussions with faculty and staff appeared to raise questions regarding the existence of a formal plan to increase diversity MCC.</p>	<p>communication about the diversity plan and corresponding initiatives. Increased opportunities for feedback and questions on the process were provided at various meetings of faculty, staff, and professional staff since the CEO campus visit.</p> <p>A timeline for implementation of the diversity plan was developed immediately following the CEO visit. The diversity plan was presented at the summer meeting of college classified staff. Opportunities for input and comments were provided during and after the presentation. The diversity plan was then shared with the entire college at the annual beginning of term kick-off in August. The chair of the diversity committee, who also serves as chair of the faculty, will again discuss plan initiatives and implementation at the first official faculty meeting of the year to be held in September.</p> <p>Focus groups of faculty and staff not involved in the creation of the plan are scheduled in late September and early October. These groups will review the plan and strategies and make recommendations on the final draft. This feedback will be shared with the diversity committee so changes or edits to the plan can be made prior to formal adoption.</p> <p>The director of diversity programs and dean of student affairs are accountable for the completion and promotion of the college's diversity plan.</p>
<p>3. To promote diversity as a plus, MCC should implement a recognition/rewards program that publicly acknowledges the success of campuses and individuals for achieving diversity objectives. Deans, chairs, professional staff, and students should be recognized for accomplishments and encouraged by actions of top administrators to achieve diversity objectives.</p>	<p>The MCC annual plan lists several goals in relationship to the KCTCS strategic goal of 'Expanding Diversity and Global Awareness'. Each college faculty member and employee must complete with their supervisor annual personnel planning documents. These documents are to include links in personnel actions to larger system-level goals.</p> <p>During the personnel evaluation cycle, progress toward goals is monitored and success in areas related to diversity achievements are recognized and identified in the formal review process. All supervisors are responsible for monitoring staff and faculty performance.</p> <p>The office of diversity programs has established the Campus Award for Advancing Diversity to be presented at the college's Honor's Night celebration</p>

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	<p>in the spring term. This award will recognize a member of the college community who has achieved significant goals related to the area of diversity programming and awareness.</p>
<p>4. Implementation of a formal junior faculty and staff career development strategy will assist the institution to attract and retain a strong compliment of African American faculty and staff.</p>	<p>In the fall of 2007, the college formally launched a faculty development program for first year faculty members. New faculty members have a reduced teaching load and participate in several professional development opportunities during their first year. New faculty also work with a faculty mentor during the first year to better acclimate to the campus and community.</p> <p>Professional development funds are available for credit and non-credit experiences and all faculty, professional staff, and staff are offered a tuition benefit for all levels of study annually. Faculty and staff are also eligible to participate in several KCTCS system level programs like the KCTCS President's Leadership Seminar and the annual New Horizons teaching and learning conference.</p> <p>Since the CEO campus visit, a part-time African-American faculty member in the surgical technology program accepted a full-time tenure track position. The college is encouraged by this development and the director of diversity programs and the chief academic officer have started recruitment efforts for part-time African-American instructors to build a talented pool of adjuncts who can possibly become full-time faculty members.</p> <p>The chief academic affairs officer, academic affairs cabinet and the director of diversity programs are accountable for this initiative and these efforts.</p>