Strategy #6: Emerging Hispanic Serving Institution Collaborative Work Team

To: Dr. Juone Kadiri, Chief Diversity Officer

From: Richard A. Díaz, Director of Orientation & Student Success; Alonso R. Reyna Rivarola, Senior Director for Equity and Inclusion Community Initiatives

Date: June 16, 2022

Charge and Background

The Emerging Hispanic-Serving Institution (HSI) Taskforce met informally in Fall 2021 under the guidance of Associate Vice President for Student Success, Dr. Kathryn Kay Coquemont. After a semester hiatus and the departure of Dr. Coquemont from SLCC, President Huftalin called for the Taskforce to reconvene in December 2021 to formalize the institution's intent to adopt a Hispanic-serving identity. Since January 2022, the Executive Cabinet recognized the HSI Taskforce as a Collaborative Work Team (CWT) and appointed Alonso R. Reyna Rivarola and Richard A. Díaz as co-leads. The following charge was drafted and given to the co-leads:

Charge for 2021-2022

- Review membership of Taskforce. If necessary, consider other college stakeholders to serve, ensuring diverse voices from each division of the college are present in the CWT. The President will serve as Executive Sponsor until a permanent Chief Diversity Officer is hired, expected April 2022.

- Develop and implement a formalized plan for SLCC to become an HSI. This work may include:
  - Outlining the work to be performed over the next few years including a proposed structure for leadership and sustained support.
  - Performing a literature review and/or original research on how other institutions have achieved this status (e.g., College of Southern Idaho)
  - Providing recommendations regarding best practices for serving Latinx students through identity- and culture-enhancing programs, services, and actions
  - Working with the Office of Data Science and Analytics to assess institutional performance, identifying and analyzing key metrics and how they align to broader institutional goals
  - Joining associations for HSIs such as the Alliance for Hispanic-Serving Institution Educators (AHSIE) and/or the Hispanic Association of Colleges and Universities (HACU)
- Support VPs and act in an advisory capacity in equity efforts underway in their divisions.
- Engage stakeholders to ensure participation, collaboration, and clear communication of the importance of and benefits gained from becoming an HSI.
- Maintain internal communication with regular updates on the work accomplished. This should include a minimum of three written updates per academic year.

Approach

The current strategy emerged from a recommendation from the 2020-2021 **Strategy 10: Close the Completion Gap through Targeted Supports**. A primary finding in the prior academic year was the need to focus on developing and implementing a formalized plan for SLCC to become an HSI.

Task 1: Review Current Membership

- Alonso and Richard (co-leads) met to review and discuss the needs of the SLCC Emerging HSI CWT. With guidance from the College Planning Council (CPC), the co-leads drafted a list of institutional agents representing all seven divisions at the college to serve in the CWT. Alonso and Richard were mindful about inviting institutional agents who expressed a desire to be involved in the CWT while also being strategic about involving representatives from all operations and service areas. Lastly, the co-leads were also intentional about centering students and alumni in the CWT, including them as active participants in the discussions that guided these recommendations. Alonso and Richard submitted the proposed membership to the Executive Cabinet, who approved the membership in January 2022. (See Appendix A for a full 2021-2022 membership list)

Task 2: Develop and Implement a Formalized Plan for SLCC to Become an HSI

- Phase 1 of the SLCC Emerging HSI CWT efforts concentrated on two outcomes: (1) lay down the institutional foundation to become an HSI, and (2) secure the funds to hire an HSI Initiatives Director (FT) to assist in transforming SLCC to an HSI.

- The Emerging HSI CWT assisted in the planning and execution of the annual SLCC360 event. In an effort to begin laying the foundation to become an HSI, SLCC360 was the first campus-wide event where SLCC leadership unveiled our institutional intent to become an HSI. To prepare for the big unveiling, Alonso and Richard met with key stakeholders across campus to provide them with basic information about terminology, what is an HSI, and what SLCC360 would be about this year. The stakeholder groups included: Dean's Council, Faculty Senate, Queer Employee Association, SLCCSA Executive Council, Staff Association Steering Committee, Student Affairs Vice President Extended Meeting, Supervisor Support and Guidance, and the Undocumented Student Resource Committee.

- On February 25, 2022, SLCC hosted SLCC360, which featured elaborate addresses from Board of Trustees Chair Maria Farrington, President Dr. Deneece Huftalin, VP for Institutional Effectiveness Jeff Aird, and Emerging HSI CWT Co-leads Alonso R. Reyna Rivarola and Richard A. Díaz. The day also included videos from faculty, staff, and students, featured interludes by SLCC alumna and poet Chelsea Guevara, and a keynote address from Gina Ann Garcia, professor, and author of the book Becoming Hispanic-Serving Institutions: Opportunities for Colleges and Universities. The day concluded with workshops from SLCC employees sharing their areas of expertise in relationship to becoming an HSI and a panel that emphasized how an HSI-identity benefits the entire institution (see SLCC360 website for more information about this day).

- Data Science and Analytics conducted a post assessment, in which one of the highlights indicated a need for SLCC to do a campus-wide follow up on SLCC360, what we learned, and answer questions that emerged from SLCC360 about the process of becoming an HSI.

As an initial step in formalizing a plan to move this charge forward, the Emerging HSI CWT split into subcommittees, each co-led by two CWT members. Subcommittee co-leads were asked to assemble groups comprised of individuals internal and external to the CWT, and in some instances community partners. Each subcommittee had an initial meeting circa April 2022 and will continue making progress towards their goals in subsequent months and years. Below is an overview of how each subcommittee has led their work and relevant accomplishments to date:

Subcommittee 1	Assessment & Data
Co-leads: Mike Nguyen Diego Pliego Nava *Members:* George Ellington Nicole Omer Liliana Sosa	*Goal:* Assess institutional performance, key metrics, and alignment to broader SLCC goals. Track data and ensure SLCC reaches the 25% FTE Hispanic student enrollment threshold. Create new metrics on what success means at SLCC under an HSI identity. *Accomplishments:* - Conducted a qualitative survey on the experiences of currently enrolled and non-returning Latinx students. - Established meetings and recruited members. - Discussed protocol to create new culturally relevant metrics of success in alignment with Dr. Garcia Ann Garcia's best practices.
Subcommittee 2	HSI Website & Communication
Co-leads: Alonso R. Reyna Rivarola Richard A. Díaz *Members:* María Ammar Anne Cannon Tonia Day Robert Rojas Alfaro	*Goal:* To develop an HSI communication plan to inform the campus about our intent of becoming an HSI. *Accomplishments:* - HSI SLCC360 Roadshow - SLCC360 - Website (Live) - SharePoint (Live) - *Reimagining Our Practices with Latinx Students at the Center* by Richard A. Díaz and Alonso R. Reyna Rivarola (Peta Owens-Liston) in Hispanic Outlook on Education Magazine (Feb 2022) - *SLCC looks to become Hispanic serving. A collaborative work team and school groups are leading that goal* in SLCC The Globe by Cristian Martinez (Apr 5, 2022)

	- *Salt Lake Community College has positioned itself as a Hispanic-Serving Institution* in KUER RadioACTive (Mar 21, 2022)
Subcommittee 3	**Literature Review and Research**
Co-leads: Dr. Darren Marshall Dr. Carolina Bloem *Members:* Dr. Craig Caldwell Chad Miles Ann Richins Mequette Sorensen	*Goal:* To understand the literature on becoming an HSI, examining various models, best practices, and emerging research through an approach that considers Latinx experiences and identities (e.g., Afro-Latinx, ELL, Indigeneity, immigration status, dis/abilities, LGBTQ+, and more). *Accomplishments:* - Recruited members and established meeting schedule. - Presented initial findings and plan of action moving forward to larger CWT.
Subcommittee 4	**HSI Professional Associations & Development**
Co-leads: Jon Glen Dr. Liz Rogers *Members:* Juan Pascua	*Goal:* Research and make recommendations on which professional HSI-related associations SLCC should join. *Accomplishments:* - Identified Hispanic Association for Colleges and Universities (HACU) as the professional association SLCC should join. - Identified Alliance for Hispanic-Serving Institution Educators (AHSIE) as potential conference to send staff, faculty and student leaders.
Subcommittee 5	**Student Voices**
Co-leads: Idolina Quijada Brenda Santoyo *Members:* Ariane Barboza Kate Gildea-Broderick Gordon Dunne	*Goal:* To ensure the centrality of student experiences. *Accomplishments:* - Recruited members and established meeting schedule. - Shared updates from the larger CWT. - Gathered ideas and initial round of feedback from this group.

Veronica Medina	
Yared Nevarez	
Salvador Oregon	
Brian Ruelas	
Kaily Ruiz	
Sendys Estevez	
Clint Gardner	
Subcommittee 6	**Workforce and Community Partnerships**
Co-leads: Allen Tanner Lenora Monge *Members:* Dr. Jennifer Saunders Jen Seltzer-Stit	*Goal:* To convene workforce and community partners to discuss the specific employment needs and labor force realities affecting the Latinx community. *Accomplishments:* - Organized initial meeting. - Identified potential external members representing various industries from the Valley to join the group.

- The following objectives of our charge are currently in progress and will be prioritized in our work as we move into Phase 2 of our CWT:
  - Support VPs and act in an advisory capacity in equity efforts underway in their divisions.
  - Engage stakeholders to ensure participation, collaboration, and clear communication of the importance of and benefits gained from becoming an HSI.
  - Maintain internal communication with regular updates on the work accomplished. This should include a minimum of three written updates per academic year.

Challenges and Limitations

The biggest challenge impacting our progress has been time. Shifting a campus culture is a herculean task, one that requires buy-in from the entire campus. Although SLCC360 provided a foundation to unveil our intent to become an HSI to the larger campus community, the momentum from the event needs to be supported with ongoing efforts to reiterate the intent of our institution to adopt an HSI identity. In our first semester of this work, we have identified three primary challenges that have complicated moving this work forward:

- Transitions:
  - SLCC has experienced several transitions this year, particularly with the VP for Institutional Equity, Inclusion and Transformation (formerly known as the Chief Diversity Officer Office). Between 2021 and 2022, the unexpected transition from a

CDO to an interim CDO to a new VP slowed down the work significantly. Moving forward, the emerging HSI CWT is excited to have a permanent executive sponsor, which is vital to the work of the CWT.

- Administrative Support:
    - In addition to our Executive Cabinet leadership transitioning, we also lost the administrative support of the CWT, which is pivotal to the CWT's success. Since its inception Nadine Bone provided support to our CWT in her capacity as administrative assistant to the co-interim AVP for Student Success. Once Richard Transitioned out of his interim role as AVP, Nadine transitioned out of the administrative assistant role, leaving a vacancy in our CWT.
    - Strong administrative support is essential to managing the complexity of bringing various high-profile stakeholders together with complex calendars, organizing meeting minutes, and supporting the CWT leads in advancing this work.
- Capacity of Co-leads:
    - A threat to the work of this CWT—and any work tied to diversity and equity one could contend—is that it is often on the shoulders of passionate people who are overworked and underpaid. Since its inception, Alonso and Richard had interim roles, balancing multiple job responsibilities, and being held to somewhat unrealistic expectations about how much can be accomplished with the limited capacity they both had (which also includes serving in the Engaging Communities CWT). We are excited that the hiring of a full-time, based-funded director for HSI Initiatives at SLCC has been approved through the IBP. However, special consideration should be given to making sure this person has the support necessary to lead out on this work.

Recommendations

Phase 1 recommendations surfaced through discussions with and within the subcommittees that are leading out on this work.

Number	Recommendation	Executive Sponsor
1	Feature a column on SLCC Today to highlight what worked and what we learned from SLCC360, as well as how we plan to use the feedback to inform the Emerging HSI CWT work moving forward.	VP McFarlane
2	Purchase and showcase artwork from Latinx artists to ensure their presence in common and private spaces, including the President's Office and all SLCC campuses.	VP Lepper; VP McFarlane
3	Curate on-going art exhibitions highlighting the complexity of Hispanic and Latinx cultures, experiences, and identities. Be intentional about	VP Lepper; VP McFarlane; Provost Sanders

	centering Black, Indigenous and Queer Latinx artists and experiences.	
4	Create a student development decolonial framework to help re-imagine how we support students at SLCC. This framework should include an awareness of how settler colonialism shapes the minds, health, and ways of thinking for underrepresented students, staff and faculty.	VP Kadiri; VP Lepper
5	Develop a leadership position in SLCCSA focused on advancing our institutional goal of becoming an HSI. The individual shall partner with the new Director for HSI Initiatives and SLCCSA Executive Council to ensure Latinx students have intentional representation in the decision-making processes of our student governing body.	VP Lepper
6	Develop an Ethnic Studies major and minor; major emphasis and minor areas of study, include U.S. African American Studies, American Indian Studies, Asian American Studies, Pacific Island American Studies, Chicanx and Latinx Studies, and Ethnic Studies.	Provost Sanders
7	Expand translation/interpretation services to public-facing departments. The expansion of these services should recognize/center the educational experiences of English Language Learner (ELL) students.	VP Martin; VP Kadiri
8	Hire professors (adjunct and career line) with demonstrated experience developing and sustaining culturally relevant curricula in classrooms.	VP Kadiri; Provost Sanders; VP Martin
9	Audit and update the general education diversity designation across SLCC to ensure curricula responds to 21st century realities.	Provost Sanders; VP Kadiri
10	Reinforce bilingualism in the curriculum by increasing the number of general education courses taught in English *with* a discussion section in a high-demand heritage language, such as Spanish, Vietnamese, and Tongan among others.	Provost Sanders; VP Kadiri
11	Partner with local businesses to offer custom course selection for their employees to meet workforce needs, including but not limited to ELL and computer basics courses.	Provost Sanders; VP Kadiri; VP Martin; VP McFarlane
12	Increase community engagement and participation in historically underserved communities by hiring	VP Kadiri

	and instituting more Middle School Program Coordinators in Title I Middle Schools.	
13	Sustain institutional funds to join and remain affiliates of academic and professional associations to help elevate SLCC as an Emerging HSI (e.g., HACU and ASHIE are two examples).	VP Kadiri
14	Send a team of SLCC employees and student leaders to attend the national HACU conference annually.	VP Kadiri
15	Create a multiyear plan to establish independent identity centers for Black, Asian American, Native American, Latinx, Pacific Islander, and Middle Eastern students.	VP Kadiri; VP Lepper
16	Ensure bilingual (Spanish and English) signage is placed in high-traffic areas on all campuses.	VP Martin; VP Kadiri; VP McFarlane
17	Compile existing Spanish language web-based resources in a directory titled: slcc.edu/espanol.	VP McFarlane
18	Be upfront about our commitment to becoming an HSI in our public facing websites and resources, such as the "About us" and other pages.	VP Kadiri; VP McFarlane
19	Communicate with donors SLCC's commitment to becoming an HSI; be upfront about what this means for SLCC, and what it means to our donors, including grant prospects.	VP McFarlane; VP Sheehan
20	Hire and develop culturally competent marketing staff who understand how to market to Latinx demographics. Create marketing materials, social media posts, videos, and activities to raise awareness of our intention to becoming an HSI.	VP McFarlane
21	Draft and include HSI statement and Land Acknowledgement in all new job postings.	VP Martin; VP Kadiri
22	Ensure food courts feature dishes and food items reflective of local communities and demographics.	VP Martin; VP Kadiri
23	Reinforce multilingualism and the preservation of languages that students come to campus with through credit and non-credit opportunities for staff, faculty, administrators, and students to develop multilingual abilities.	VP Lepper; Provost Sanders; VP Martin
24	Reinforce bilingualism as cultural wealth by ensuring important college documents are translated to Spanish and that translation is compensated if done by a college employee. This includes creating a "branding guide" with a glossary of the most common jargon used at SLCC in Spanish to be adopted by bilingual speakers.	VP Kadiri; VP McFarlane

	Implement a robust plan to hire and develop faculty, staff, and administrators committed to equity and justice.	VP Martin; VP Kadiri
25	Set an institutional goal of becoming a leader in higher education regarding best practices for serving Latinx students through cultural reflective and culturally enhancing programs, services, and actions.	VP Aird; VP Kadiri
26	Define a clear set of metrics that value non-normative inputs, processes, or outcomes as indicators of success. These could include liberatory outcomes including civic engagement with local/minoritized communities, social justice orientation, critical consciousness, sense of belongingness, and/or aspirations for transferring or graduate school.	VP Aird; VP Kadiri
27	Include HSI objectives in the strategic planning for the College.	VP Aird; VP Kadiri
28	Include ways to highlight and emphasize diverse data collection methods across campus, including qualitative methodologies, such as *pláticas*.	VP Aird; VP Kadiri; Provost Sanders
29	Create *familismo* between the campus community and board of trustees to increase trust between this administrative body and the larger campus community.	VP Aird; VP Kadiri; VP Sheehan

APPENDIX X

- Communications, Marketing and Visibility:
  - Website (Enrique):
    - Review the slcc.edu/hsi website to ensure clarity
      - Review other HSI websites and identify examples that align with our work at SLCC.
      - Pull from FAQ, "Why does SLCC want to become an HSI" and include in the main navigation bar.
      - Provide a list of on-campus resources that could benefit students, including Admissions, ODMA, ESL, etc.
      - Add more information on how to get involved.
    - Update slcc.edu A-Z index to include Hispanic-Serving Institution or HSI
    - Ensure HSI information leads to slcc.edu/hsi website and not information
    - 1. Website is difficult to find.
    - 2. Add Why does SLCC want to become an HSI? to the menu, not just the FAQs. Separate the reasons SLCC wants to become an HSI with a subheading "Why?"
    - 3. Add link to Hispanic-Serving Institution (HSI): https://sites.ed.gov/hispanic-initiative/hispanic-serving-institutions-hsis/
    - 4. The links to "applied" and "here" are confusing and need more information.
    - 5. Good having photos with links to the menu of items.
    - 6. Look at other institutions to see what they have included on their HSI webpages.
    - 7. Form: If you are interested to learn more, contact us. If you are interested in becoming involved, let us know.
    - 8. Lead CWT members with email address links.
    - 9. Look at feedback SLCC 360 to consider adding questions to the FAQs
    - 10. Button for "Stay Connected!" needs to have information to explain that the SharePoint is for SLCC employees only, especially since community members will be looking at these webpages.
    - 11. Add "HSI in the News". Keep the website content fresh. Post news story videos, news story articles, literature, blog, social media channels.
    - 12. Tonia Day: create a strategic plan for communication and bring back to the subcommittee.
    - 13. Include links to webpages for Dream Center, ODMA, TRIO, ESL, etc. that support Latinx students currently.

Appendix A: 2021-2022 Emerging HSI CWT Membership

Executive Sponsor:
- Vice President for Institutional Equity, Inclusion and Transformation – **Dr. Juone Kadiri**

Co-Leads:
- Senior Director for Institutional Equity, Inclusion and Transformation – **Alonso R. Reyna Rivarola**
- Director of Orientation & Student Success – **Richard A. Diaz**

Administrative Support:
- **Nadine Bone**

Director of Admissions:
- **Kate Gildea Broderick (or designee)**

Faculty Representatives:
- **Dr. Carolina Bloem**
- **Mequette Sorensen**
- **Allen Tanner**

Data Science and Analytics Representative:
- **Diego Pliego Nava**

Dean and Associate Dean Representatives:
- **Dr. Craig Caldwell**
- **Dr. Jennifer Saunders**
- **SAT/ESL – Maria Ammar**

Assistant Director of Financial Aid:
- Jordan Campus – **Fernando Alzerreca**

Institutional Marketing Representative:
- **Tonia Day**

Director of Library Services:
- **Jon Glenn**

Executive Director, Office of Sponsored Projects:
- **Nicole Omer (or designee)**

SLCCSA VP for Equity and Diversity Representative:
- **Kaily Ruiz**

Staff Representatives:

- West Valley Center Coordinator – **Idolina Quijada**
- Academic Advisor – **Veronica Medina**
- Dream Center – **Brenda Santoyo**

Student Representatives:

- **Ariane Alves de Oliveira Barboza**
- **Brian Ruelas**
- **Joan López Figueroa (Alumni)**

People and Workplace Culture Representative:

- **Dr. Liz Rogers**

AVP for Planning and Budget Planning Office:

- **Darren Marshall (or designee)**