

Diversity & Inclusion: Strong Together

LEAP Project Plan

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TEAM LOGO 1

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Executive Summary

The purpose of this business plan is to help attract a more diverse applicant pool to College of the Canyons for all segments of the college, which will aid in creating a more diverse work force at the College. The project has two major components. The first is a series of videos to embed in online job announcements presenting a welcoming environment at the college through the perspective of a current employee in the job being recruited. The second is a series of videos to assist prospective candidates in the process of applying and interviewing for a position at College of the Canyons.

The first set of videos will include interviews with a diverse cross-section of current College employees where they discuss how they came to College of the Canyons, and what it is like working here. These videos will be placed on department websites, and linked to applicable job postings through Human Resources. The second series of videos will be embedded in appropriate places in the application website to provide just-in-time support to applicants.

Business Plan

1. Business / Project Goals

The goal of this project is to increase the diversity of applicants to College of the Canyons by presenting candidates with the welcoming environment that the college has to offer by providing the perspective of current employees. This aims to make the application process easier and advertise a culture of care and pride in our work from the perspective of our current employees.

2. Problems (Needs)

As an educational community we are called upon to be an example of diversity, equity and inclusion. In the context of recent national events, including the Black Lives Matter Movement, we must examine structural racism to identify and remove barriers that prevent College of the Canyons from being a place where students and employees can attain their goals.

The specific problem identified by this Solution Team was a need for increased diversity in the ranks of faculty, staff and administrators at College of the Canyons. This project aims to increase diverse applicants to College of the Canyons by demonstrating the college's commitment to diversity to prospective employees and providing additional resources to help navigate the lengthy and sometimes confusing application and interview process.

3. Solutions

This project integrates with the Call to Action and the DEI Integration Plan, demonstrating a caring college environment in an attempt to attract a diverse body of applicants as well as highlight current employees and their unique background and/or path to their current position. The solution focuses on two series of videos to be placed on appropriate pages of the Human Resources website and COC main website.

Inclusion Videos

The first series of videos is designed to show College of the Canyons as an institute of higher learning that values the diversity in its work force. These short videos will be a montage of employees in specific sectors of the college discussing their individual stories, and how College of the Canyons is a part of that story. A sector (department, school, job classification etc.) will interview a diverse cross section of members, with standard questions, such as:

- What is your name?
- What sector (department, school, job classification etc.) are you part of?
- How long have you been with the College?
- How did you get here? (i.e. What is your story?)
- What is your favorite part of working at the College?
- Describe your typical day.

Once the interviews are recorded with the selected interviewees, they will be edited together to create a 90 second to 3 minute video. Interviews should be conducted in employee work spaces to demonstrate the beauty of the campus and their day to day environment. These videos should be posted with job announcements to show potential employees about their future co-workers. These videos may also be used on websites of the various sectors as appropriate. Videos should be updated every three to six years.

Application Assistance Videos

A second series of videos will be produced. These videos will provide answers, guidance, and recommendations for applicants applying for positions at College of the Canyons. The short videos (not to exceed 3 minutes) will cover specific targeted topics people face in the applications process. The videos will be easily accessible from both the Human Resources web page, and (especially when about specific features of the COC application process) from within the application website itself. Videos will answer the following questions about their topics:

- Why the information is being requested.
- Where / How applicants can access the information.
- How to upload / input information to the application website.

Suggested topics include:

- Creating the applicant profile
- Educational transcripts
- Letters of reference
- Why educational and employment histories must be input separate from the resume

- What to expect at an interview

These videos will need to be updated as the system and questions change.

4. Target Market

These videos are targeted at potential employees at College of the Canyons. They are also meant to increase diversity. Therefore, our target demographic fits this profile.

- All Genders
- Ages 18 – 99
- All ethnicities
 - Particular attention should be paid to attracting ethnicities that are underrepresented at College of the Canyons
- All sexual identities
 - LGBTQ+ persons should be encouraged to apply to College of the Canyons
- People living within commuting range of the College, and people willing to relocate to within commuting range of the College.

5. Competition

Our competition is surrounding employers, both in academia and beyond. To increase diversity we must attract a diverse talent pool. To do so, College of the Canyons must be attractive to diverse candidates, not just in terms of pay and benefits, but in demonstrating that the College has a culture that welcomes and celebrates diversity. Additionally, we must work to eliminate barriers that diverse candidates face navigating the application process.

The College needs to be more attractive as an employer of diverse employees, and more supportive than surrounding employers of its diverse workforce. We strongly feel that we should go beyond that goal. Demonstrating a deep institutional commitment to diversity and inclusion will help COC attract a diverse talent pool that is also at the top of their respective fields.

6. Market Dimensions

The market dimensions for these videos is somewhat dependent on the position for which Human Resources is trying to recruit. For example, a part-time / adjunct position is likely only going to interest people within commuting range for the College. However, a full time / tenured position may attract people from throughout the country, and possibly even internationally. Regardless of the position being advertised, it is important to attract high quality, highly diverse candidates, and adequately support those candidates throughout the application process. Even for departments that are not currently recruiting, having video on the COC department websites or on the jobs page in Human Resources to highlight its current employees will provide a level of indirect recruiting as community members navigate our website for various reasons.

7. Intellectual Property

This section of the business plan is meant to elicit how we will protect our process and prevent others from implementing it across a wider market. Ultimately this is one piece of a larger strategy to recruit and retain a diverse work force at College of the Canyons. If other academic institutions or private employers see and copy the Colleges tactics, it will lead to more diverse work forces across our region. If more employers are dedicated to diverse work forces, our diverse graduates may have an easier time finding employment after their studies which is advantageous to the college.

8. Market Entry & Go To Market / Growth Strategy

These products can be rolled out slowly in initial phases. Accompanying this proposal is a demonstration in action of an Inclusion video for the Facilities department. Inclusion videos should be initially produced for those full time positions being recruited by Human Resources, with additional priorities based on the College's adopted DEI plan. As top priority Inclusion videos are completed, other sectors should be invited to create videos for future use and so that people interested in the college see this commitment to diversity throughout the college's website.

Similarly, Human Resources staff should be surveyed for the most common questions asked by applicants to determine which Application Assistance Videos need to be produced first. Additionally, technology permitting, HR staff should investigate abandoned applications to see common places where applicants (especially those from under-represented groups) stopped

the application process. Human Resources should undertake a regular review of the Application Assistance Videos and their effect on increasing diversity of the applicant pools, and produce more videos as needed.

This is a project that will never be “done.” For it to be successful, Inclusion Videos need to be regularly updated. A schedule should be developed to regularly refresh and update the videos so that they reflect the current state of the College and can be adjusted to attract under-represented groups based on current information. As has been mentioned before, Application Assistance Videos need to be updated as the application questions and systems are updated in addition to updates based on questions to HR staff regarding the process.

9. Team

The regular team to produce these videos does not need to be large. Additionally, these tasks should be integrated with existing staff member’s duties.

- *Project Lead:* Maintain a list of completed videos, in-process videos, and planned videos for both Inclusion and Application Assistance series. Contact appropriate campus leaders (managers, deans, department chairs) to have them recruit interview three to four interview subjects in the case of Inclusion videos, or an appropriate presenter for the Application Assistance videos. Trains campus leader on selecting and interviewing subjects. Provides finished videos to Human Resources and college sectors (departments, schools, etc.) for inclusion on their websites as appropriate.
- *Editor:* Edits raw footage/audio/screen captures from Videographer into finished videos. Creates closed or open captions; inserts graphics, titles, music as needed; checks for 508 compliance.
- *Videographer:* Records videos based on guidelines from Project Lead and Editor. Knowledge of camera, lighting, sound, and screen capture techniques required. May ask the interview questions, or may have Project Lead or campus leader (appropriate manager, dean, or department chair) ask the questions. It may be appropriate to use students from related classes on campus as part of class projects. It may also be appropriate to hire an appropriately skilled work-study student in this role.

Some additional team members at startup will be required:

- *Graphic Designer:* Create opening and closing graphics to provide unity to video series. Also create basic elements that might be needed for future videos (logos, caption formats, etc.). This will need to be coordinated with the Editor, so the Editor will have the elements needed for production.

- *Composer / Music Coordinator*: Stock music for introductions, closings, and underscoring should be acquired. Enough clips will be needed to provide variety, but still maintain a consistent sound across the videos. This position will also work with Risk Management to complete the necessary contracts for music rights. Music clips will need to be coordinated with the Editor so the Editor will have the elements needed for production.

Once these items have been created/secured, they will need periodic updating every six to ten years.

10. Financial Projections

Before approaching the budget for this project, it should be noted that there is no definable economic advantage directly linked to this project. The benefit is creating a diverse community at the college.

Start Up Costs

These costs are start up costs. The College may choose to invest in updating the look and sound at regular intervals (7-10 years).

| <i>Position</i> | <i>Description</i> | <i>Hours</i> | <i>Rate</i> | <i>Total</i> |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|--------------|
| Project Lead | Work with Human Resources to create priority list of videos for creation. Work with Editor and Graphic designer to develop visual standards for project. Work with Editor and Music Coordinator to develop a standard "sound" for the videos. Hire Videographer. | 10 | 30.00 | 300.00 |
| Editor | Work with Lead on developing work flow. Work Lead and Graphic designer to create elements needed for videos in useful formats. Work with Lead and Music Coordinator to create a library of useful audio elements for videos. Train Videographer in established workflow. | 10 | 30.00 | 300.00 |

| | | | | |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------|---------|
| Graphic Designer | Create opening and closing graphics to provide unity to video series. Also create basic elements that might be needed for future videos (logos, caption formats, etc.). This will need to be coordinated with the Editor, so the Editor will have the elements needed for production | 5 | 30.00 | 150.00 |
| Composer/Music Coordinator | Stock music for introductions, closings, and underscoring should be acquired. Enough clips will be needed to provide variety, but still maintain a consistent sound across the videos. This position will also work with Risk Management to complete the necessary contracts for music rights. Music clips will need to be coordinated with the Editor so the Editor will have the elements needed for production. | 5 | 30.00 | 150.00 |
| Videographer | Receive training in workflow. | 3 | 30.00 | 150.00 |
| TOTAL: | | | | 1050.00 |

Costs Per Project

This table projects the costs per video.

| <i>Position</i> | <i>Description</i> | <i>Hours</i> | <i>Rate</i> | <i>Total</i> |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|--------------|
| Project Lead | Maintain a list of completed videos, in-process videos, and planned videos for both Inclusion and Application Assistance series. Contact appropriate campus leaders (managers, deans, department chairs) to have them recruit interview three to four interview subjects in the case of Inclusion videos, or an appropriate presenter for the Application Assistance videos. Trains campus leader on selecting and interviewing subjects. Provides finished videos to | 2 | 30.00 | 60.00 |

| | | | | |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------|--------|
| | Human Resources and college sectors (departments, schools, etc.) for inclusion on their websites as appropriate. | | | |
| Editor | Edits raw footage/audio/screen captures from Videographer into finished videos. Creates closed or open captions; inserts graphics, titles, music as needed; checks for 508 compliance. | 6 | 30.00 | 180.00 |
| Videographer | Records videos based on guidelines from Project Lead and Editor. Knowledge of camera, lighting, sound, and screen capture techniques required. May ask the interview questions, or may have Project Lead or campus leader (appropriate manager, dean, or department chair) ask the questions. It may be appropriate to use students from related classes on campus as part of class projects. It may also be appropriate to hire an appropriately skilled work-study student in this role. | 8 | 30.00 | 240.00 |
| TOTAL: | | | | 480.00 |

TOTAL COST: \$1530