



THE STRATEGIC PLAN *for*

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**INCLUSIVE EXCELLENCE AT**  
**JOHN CARROLL UNIVERSITY**

A CONSTITUTIVE PART OF: PROMISE *and* PROMINENCE

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2018-2020

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# PREAMBLE

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John Carroll University adopts the following strategic plan for inclusive excellence as part of our promise to cultivate the intellect, character, leadership, and service potential of our students for the greater good of the region and the world in the 21st century.

As a Jesuit Catholic university, both our pursuit of academic excellence and our commitment to a faith that does justice demand an inclusive environment in which we understand and embrace the distinctiveness of each person's experience and the common humanity that unites us all.

Over the next two years, our faculty, staff, and alumni will work alongside local, regional, and global partners to develop the foundations for experiences that will equip our students and ourselves with the awareness, knowledge, cultural competencies, and skills to transform society through our work and our lives. Together, we will pursue creative, innovative, and equitable responses to all forms of racism, discrimination, and exclusion.

Accountability for implementing this plan will be distributed among University leaders who will work collaboratively and creatively within and across their areas to achieve four goals in which we:

- ***Establish effective and sustainable leadership for inclusive excellence;***
- ***Develop, implement, and evaluate concrete, measurable steps to recruit and retain a greater diversity of students, faculty, and staff;***
- ***Provide cultural competency training and educational opportunities for all students, faculty, and staff; and***
- ***Engage the entire campus community in the work of building a more inclusive living, learning, and working environment where all can thrive.***

By way of this plan, John Carroll University humbly yet boldly commits itself anew to building and sustaining a more diverse living, learning, and working environment in which all people are welcome.

*This plan was approved by the John Carroll University Board of Directors on May 16, 2018.*

# GOALS *and* OBJECTIVES

## GOAL 1

### INSTITUTIONAL STRUCTURES AND LEADERSHIP

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*John Carroll University's structures, policies, and procedures will promote equity and inclusion, for all members of our community in their living, learning, and working environments, ensuring a culture of care centered on human dignity.*

**OBJECTIVE A:** Develop and adequately resource an office to provide leadership, education, coordination, and accountability on all matters relating to equity, inclusiveness, diversity, equal access, and the prevention of discrimination and harassment. It is recommended that this office report directly to the President.

**OBJECTIVE B:** Enhance and coordinate a consistent institutional response to all discrimination complaints by creating policies, practices, and procedures that ensure equity and compliance with civil rights laws.

**OBJECTIVE C:** Conduct regular, comprehensive diversity, equity and inclusion audits, assessing leadership, divisional plans, budget priorities, relevant university policies, training, support, and programming needs.

**OBJECTIVE D:** Develop formal mechanisms to encourage, support, and recognize student, staff, and faculty participation in diversity, equity, and inclusion efforts.

## GOAL 2

### CURRICULUM AND TRAINING FOR CULTURAL COMPETENCY

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*John Carroll University will provide training and educational opportunities in diversity, inclusion, and cultural competency to all students, staff, and faculty to fulfill our University Learning Goals of Intellect, Character, Leadership, and Service, and by so doing, prepare our students, staff, and faculty for authentic engagement with the Northeast Ohio region and the world as thought leaders, change agents, and community builders.*

**OBJECTIVE A:** Enhance and develop curricular offerings and programs that incorporate and deepen understanding of race, inclusion, privilege, and oppression.

**OBJECTIVE B:** Work closely with our partners in the region to expand cultural competency training for students, staff, faculty, and institutional leaders, to equip them with the awareness, knowledge, and skills needed to create inclusive living, learning, and working environments that are attentive to the particular needs of individuals experiencing marginalization.

## GOAL 3

### RECRUITMENT AND RETENTION

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*John Carroll University will recruit and retain a diverse student body, staff, and faculty, who are aware that diversity and inclusiveness are direct measures of our success and competitiveness as an institution of higher learning.*

**OBJECTIVE A:** Identify and address biases and exclusionary practices in the recruitment and retention of students, staff, and faculty.

**OBJECTIVE B:** Improve the recruitment, retention and thriving of students, staff, and faculty from underrepresented demographic and socioeconomic groups.

## GOAL 4

### CLIMATE

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*John Carroll University will foster an inclusive and welcoming campus climate for all students, staff, and faculty, in order to live out more fully our institutional commitment to “faith that does justice” through genuine encounter, solidarity, and holistic care for the person.*

**OBJECTIVE A:** Assess and raise awareness of student, staff, and faculty members’ campus experiences of exclusion, discrimination, and/or harassment.

**OBJECTIVE B:** Engage the entire campus in education and prevention efforts to eliminate, prevent, and respond to discrimination and harassment, and to enhance the well-being and success of all members of the community.

**OBJECTIVE C:** Ensure that those experiencing marginalization are included and their needs prioritized in our institutional commitment to human flourishing.



October 2009, Institutional Task Force on Diversity  
**JOHN CARROLL UNIVERSITY DIVERSITY STATEMENT**

John Carroll University welcomes all expressions of diversity that are in keeping with the Ignatian tradition of fostering an inclusive, compassionate, and respectful environment for our students, faculty, staff, administrators, and guests. Within this tradition, John Carroll University values the unique qualities in all individuals and the opportunity to learn from their many life experiences.

Our pursuit of excellence demands that we come to understand and embrace the richness of ideas and ways of thinking each person brings to the University community. We are committed to creating a campus climate in which our differences are explored openly and respectfully. We seek to enable all members of the John Carroll community to develop their intellectual, spiritual, and vocational interests. This can only be realized in an environment that recognizes both the distinctiveness of each person's experience and the common humanity that unites us all, taking full advantage of everyone's talents, skills, backgrounds, and perspectives. In our recruitment efforts, curriculum, programs, and all campus activities, we seek to reflect the following dimensions of diversity: race, age, ethnicity, disability, gender, nationality, sexual orientation, gender identity, socioeconomic background, veteran status, religion or spiritual affiliation, and intellectual perspective.

