

John Carroll University Strategic Plan for Inclusive Excellence

Monitoring Report: 2018-2019 Academic Year

John Carroll University adopted the Strategic Plan for Inclusive Excellence in May 2018 as a two-year plan to flesh out the Goal 2, Objective 4 of the University Strategic Plan to “Improve the diversity of the faculty, staff, and student body and promote a culture of inclusive excellence.”

This May 2019 monitoring report reflects our institution’s progress towards meeting the plan’s four ambitious goals at this ‘half-way point’ in the plan, and looks towards the progress we hope to make in the coming academic year.

GOAL 1: Institutional Structures and Leadership

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 reports directly to the President. **

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
Identify some best practices/model structures in higher education	Complete	Completed literature review to identify functional models; compiled list of existing office structures at comparator institutions.	None
Propose a specific leadership and organizational structure for JCU	Complete	DEI proposed two structural leadership models to President and SLT. Portfolio-divisional model accepted.	Specify role and function for divisional liaisons; select personnel for these roles (timeline – June 2019)
Hire new leadership for this office	Satisfactory Progress	Proposed job description for new VP-DEI written and disseminated to SLT; search firm retained and working; search committee members identified.	Finalize job description and post; build applicant pool, hold preliminary and final interviews; hire. Target goal is end of September.

** *This objective has been adopted and funded as a Critical Tactic for 2019-2020 by the President and SLT after a recommendation by the University Strategic Planning Group. See [USPG Planned Tactics 2019-2020](#).*

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.

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
Bring JCU Title IX processes into compliance with new federal Title IX regulations	On hold		Progress on this tactic has been placed on hold until Dept. of Education releases new federal Title IX regulations.
Conduct preliminary review of the Bias Reporting System	In progress	Committee of faculty, staff and students convened to review Bias Reporting system and make recommendations. Several changes adopted in response to recommendations; see Fall 2018 Bias Report for details of changes made to process.	Once VP-DEI arrives, we recommend conducting a more thorough review of all institutional reporting procedures and compliance mechanisms to improve consistency and equity across all systems.

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

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
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* *Tactic built into the University Strategic Plan & status report drawn from [2018-19 USPG Monitoring Report](#).*

Identify sources of data for an audit	Needs attention	DEI workgroup and Institutional Effectiveness conducted preliminary review of areas where the institution is already gathering data in DEI areas.	This work has begun, but we currently lack capacity to move it forward in any meaningful way. Divisional DEI plans may help contribute to this objective in 2019-2020.
Participate in the annual Commission on Economic Inclusion Diversity Scorecard survey	Complete	Completed annual review of institutional DEI practices using CEI scorecard; longitudinal data available as well as information about comparator institutions.	Analyze results of CEI scorecard to as a source of information about appropriate focus areas for 2020-2025 DEI goals, objectives, tactics and metrics.

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

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
No formal tactics were adopted for this objective in 2018-2019. We anticipate the adoption of tactics in 2019-2020 including the selection and training of a new team of diversity liaisons in each division, who may also develop recognition initiatives within their own divisions in response to this objective.			

* *Tactic built into the University Strategic Plan & status report drawn from [2018-19 USPG Monitoring Report](#).*

GOAL 2: Curriculum and Training for Cultural Competency

John Carroll University will provide training and educational opportunities in diversity, inclusion and cultural competency to all students, staff and faculty, in order 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.

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
No formal tactics were adopted for this objective in 2018-2019.			

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 living, learning and working environments that are inclusive, culturally competent, and attentive to the particular needs of individuals experiencing marginalization.

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
Provide baseline executive level training for diversity, equity and inclusion to Senior Leadership Team and other key university leaders.	Complete	Senior Leadership Team, deans and other key leaders participated in 4 2-hour executive training sessions facilitated by partners from Diversity Center of Northeast Ohio. Topics included: social identities in higher education; adopting an equity & justice framework; analysis of institutional practices that contribute to gaps in equity; and strategic planning for improved equity.	As follow up to this activity, VPs will work with divisional liaisons to establish plan tactics for the next year.
Provide training on intersectionality and ongoing professional development for all Student Affairs staff.	Complete.	68 members of the Student Affairs division participated in Intersectionality training with the Diversity Center of Northeast Ohio in August 2018. Professional development program rolled out for all division members.	Conduct review of SA professional development program; consider possible adoption by other divisions in 2019-2020.
Provide basic training on implicit bias and micro-messages. Make available to all staff.	Satisfactory progress.	A total of 354 employees attended at least one diversity & inclusion training this year. 14 workshop sessions were offered by DCNEO partners; 7 sessions each of Implicit Bias 1 and Implicit Bias 2. Of the five divisions who required staff to attend IB 1-2 trainings, 88.5% of staff attended at least one session. Approximately 80% of all participants surveyed indicated, both in	Analyze outcomes and evaluations to identify 'next step' training options for staff for 2019-2020. Online training option funded by USPG for 2019-2020.

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		fall and spring, that they would recommend the training to others.	
Begin to explore cultural competency and DEI training options for faculty.	In progress.	Small groups of faculty convened to discuss feasibility of various training models for faculty. Faculty roundtable discussion on Inclusive Practices in the Classroom held May 14, 2019. Approx. 25 faculty attended.	Disseminate notes from May 24 discussion. Possible rollout of faculty book group(s) in Summer 2019. Consider additional options for early fall 2019.

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GOAL 3: Recruitment and Retention

John Carroll University will recruit and retain a diverse student body, staff and faculty, 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.

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
No formal tactics were adopted for this objective in 2018-2019. However, leadership training sessions explicitly engaged this idea in discussions of the 'equity & justice' framework and began to ask questions about exclusionary institutional policies and practices to help identify areas of need for strategic planning. (See Goal 2, Objective B.)			

Objective B: Improve the recruitment, retention and thriving of students, staff and faculty from underrepresented backgrounds, including but not limited to demographic and socio-economic categories.

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
Develop and budget for a diversity enrollment plan, including outreach to key high schools and community colleges.*	Needs Attention	New VP for Enrollment is conducting an operational audit of unit to determine budget, current strategy and determine next steps - will also work with SLT to determine priorities.	Determine priorities, establish budget and incorporate fully into recruitment plan.
Provide support to staff from underrepresented identity groups.	Satisfactory Process	Staff Council has built and continues to support a thriving community of Employee Resource Groups (ERG's).	Work with HR to develop additional mechanisms for support, development, and retention of staff from underrepresented groups. Funding for ERG's has been made part of the strategic budget process for the 2019-2020 AY. See 2019-2020 USPG Planned Tactics .
Improve the sustainability of the minority postdoctoral program and improve its ability to serve as a pipeline into tenure-track positions at JCU and at other institutions*	Satisfactory Progress	SLT approved a plan for sustaining the minority post-doc program. 1 post-doc line was converted to a TT position to be searched 2018-19. Another post-doc was hired in a visiting professor line. Process for continuing the post-doc selection process was drafted by M. Farrar and C. Trembl and sent to AVP. To be implemented next year with new Provost and VPDEI	Invite dept. applications for next post-doc, recruit, and award
Increase testing space for students registered	Completed.	Additional staffing, offices and testing space added Summer 2018.	Evaluate need for further expansion

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with Student Accessibility Services.		AD 04 added as shared space scheduled by SAS; technology and furniture in place or on order	
Improve campus infrastructure around accessibility and changing student needs.*	Satisfactory Progress	AD Gr floor restroom renovation for ADA compliance; Renovation completed AD 26	Renovation near AD 43 planned summer '19; ADA upgrade and accommodation room planned for summer '19 in Campion

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GOAL 4: Climate

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.

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
No formal tactics were adopted for this objective in 2018-2019.			

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

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
No formal tactics were adopted for this objective in 2018-2019.			

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

TACTIC	STATUS	WORK COMPLETED	WORK REMAINING
It is our intention to incorporate this objective in an intentional way into all tactics adopted as part of this plan.			