

Strategic Plan for Inclusive Excellence -- Draft
for Community Review, January 31, 2018

Climate

GOAL

- **Foster an inclusive and welcoming campus climate for all students, faculty, and staff** 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

OBJECTIVES

- Establish a deeper connection between climate and mission.
- Raise awareness of individuals’ campus experiences of exclusion, discrimination, or harassment.
- Ensure that marginalized students, staff and faculty are included and centered in our commitment to student thriving.
- Engage the entire campus in awareness raising, education and prevention efforts, in order to eliminate inappropriate behavior and enhance the well-being of all members of the community.

Curriculum and Training for Cultural Competency

GOAL

- **Ensure that depth as well as breadth of study with regard to diversity, inclusion and cultural competence is part of every student’s experience at JCU** to help ensure academic excellence for student learning and success and to honor our institutional commitment to graduate thought leaders, change agents, community builders, and ethical thinkers.

OBJECTIVES

- Create classroom climates that are inclusive, culturally competent, and attentive to the particular needs of marginalized students.
- Identify and evaluate the scope of curricular offerings for diversity, equity and inclusion; develop (or elevate) curricular programs that deepen understanding of inclusion, privilege, and oppression
- Integrate diverse scholarly pursuits, perspectives and learning environments within the curriculum and co-curriculum.
- Provide opportunities for cultural competency training for students, faculty and staff, to equip them with the awareness, knowledge and skills needed to build a genuinely inclusive learning environment.
- Invest in faculty development by providing ongoing workshops in effective and inclusive pedagogies to enhance student learning and thriving.

Institutional Structures

GOAL

- **Ensure that all university structures, policies and procedures promote equity and inclusion**, in order to nurture a dynamic, collaborative institutional culture and learning environment centered on an operative principle of inclusive excellence at every level.

OBJECTIVES

- Institutionalize policies and practices to eliminate and respond to discrimination and harassment.

- Establish a consistent institutional response to discrimination complaints for all protected classes, to ensure compliance with civil rights law and to promote human dignity for all members of our community.
- Establish effective, sustainable institutional structures, supporting and sustaining offices (especially the Center for Student Diversity and Inclusion and an office for institutional diversity, equity and inclusion) charged with the work of inclusive excellence, to provide strong leadership and accountability on diversity, equity and inclusion goals.
- Require each division of the university to articulate clear tactics, budget priorities, and measurable performance indicators for advancing the inclusive excellence goals in this plan.
- Conduct a comprehensive diversity, equity and inclusion audit, assessing leadership, budget priorities, training, support, and programming needs.
- Develop formal mechanisms to encourage, support, recognize, and reward faculty, staff and student participation in diversity, equity and inclusion efforts.

Recruitment and Retention

GOAL

- **Recruit and retain a diverse faculty, staff and student body**, in order to achieve our strategic goal of inclusive excellence, considering our diversity and inclusiveness as measures of how well we are succeeding as an academic institution.

OBJECTIVES

- Identify, address and report on biases and exclusionary practices in the recruitment and retention of faculty and staff.
- Develop a diversity plan to improve the recruitment, retention and thriving of faculty and staff from underrepresented backgrounds, including but not limited to demographic and socio-economic categories.
- Identify, address and report on biases and exclusionary practices in the recruitment and retention of students.
- Develop a diversity plan to improve the recruitment, enrollment, retention and thriving of students from underrepresented backgrounds, including but not limited to demographic and socio-economic categories.

Truth and Justice

GOAL

- **Acknowledge, take responsibility for, and address our past and present participation in cultural realities and practices, such as racism and other forms of discrimination**, which perpetuate harm to people and communities and undermine our educational mission.

OBJECTIVES

- Acknowledge where we have failed to live up to our mission of inclusiveness.
- Explore, publicize and respond to the work of campus groups examining specific issues pertinent to our history and our present, such as student cultural organizations, faculty and staff committees, and forthcoming recommendations from the Slavery and Reconciliation Working Group.