

THE STRATEGIC PLAN *for*

INCLUSIVE EXCELLENCE AT
JOHN CARROLL UNIVERSITY

PREAMBLE

Building on the work of the University's Strategic Plan for Inclusive Excellence 2018-2020, we have established the following as a standing plan to guide the work of the university's 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 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.

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

Accountability for implementing inclusive excellence is distributed among university leaders who work within and across their areas to achieve four goals in which we:

- **Grow effective and sustainable leadership for inclusive excellence;**
- **Provide ongoing educational opportunities to prepare students, staff and faculty with the knowledge and skills to fully engage and function across differences in a pluralistic society;**
- **Develop, implement, and evaluate concrete, measurable steps to recruit and retain a greater diversity of 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 these goals, John Carroll University commits to building and sustaining a more diverse living, learning and working environment in which all people are welcome.

GOALS *and* OBJECTIVES

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: Continued support and increased resourcing of the Division of Diversity, Equity, and Inclusion (as the centralized office) for providing leadership, education, coordination and accountability on all matters relating to equity, inclusiveness, diversity, equal access, and the prevention of discrimination and harassment.

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

OBJECTIVE C: Conduct and publish regular, comprehensive diversity, equity and inclusion audits, assessing demographic data, 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.

OBJECTIVE E: Develop accountability and action plans for all members of the university's senior leadership team to identify DEI objectives within and across their areas.

OBJECTIVE F: Foster a culture of community engagement through partnerships and relationships that provide collaboration, awareness, accessibility, and other mutually beneficial opportunities with the communities that we impact and serve.

GOAL 2

CURRICULUM AND TRAINING FOR ENHANCED SKILLS AND DEVELOPMENT

John Carroll University will provide ongoing training and educational opportunities to prepare our students, staff and faculty with the knowledge and skills to be able to fully engage and function across differences in an increasingly pluralistic society. By so doing, we fulfill our University Learning Goals of Intellect, Character, Leadership and Service as we prepare our students, staff and faculty as thought leaders, change agents, and community builders.

OBJECTIVE A: Enhance and continuously evaluate curricular and co-curricular offerings and programs that incorporate and deepen understanding of diversity and inclusion related topics.

OBJECTIVE B: Expand the availability of diversity-related education, training, and experiences through both the quantity and depth of educational opportunities.

OBJECTIVE C: Increase the necessary faculty and staff capacity to support the expansion of diversity-related education, training, and experiences, to include efforts to enhance the level and diversity of faculty participating in diversity, equity, and inclusion efforts.

GOAL 3

RECRUITMENT AND RETENTION

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

OBJECTIVE A: Identify and continuously 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 backgrounds, including but not limited to demographic and socio-economic categories.



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.

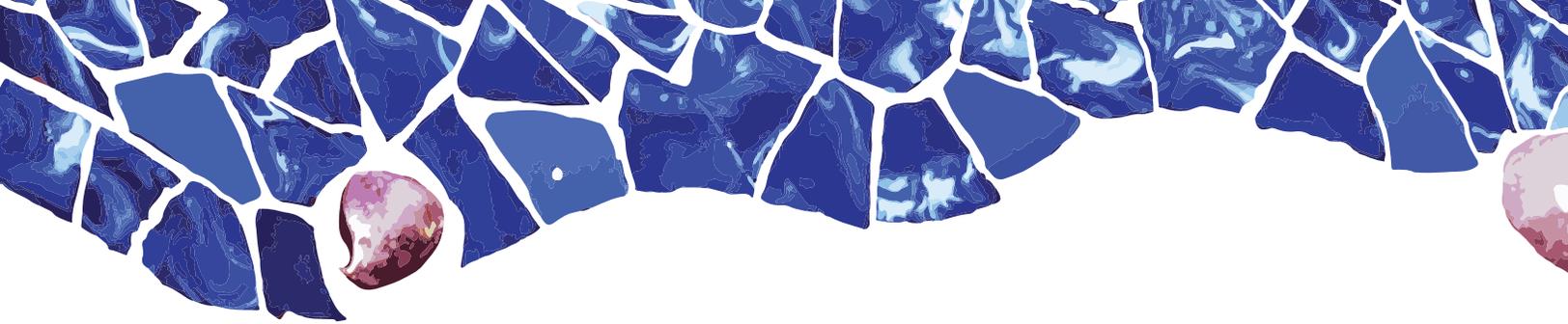
OBJECTIVE A: Continually assess and raise awareness of student, staff and faculty members’ campus experiences of exclusion, discrimination, and/or harassment to craft and inform DEI programming and practices.

OBJECTIVE B: Engage the entire campus in DEI education and prevention efforts to enhance the well-being and success of all members of the community.

OBJECTIVE C: Develop institutional policies and campus-wide practices that center the voices of those who have historically been underrepresented or marginalized in order to ensure our institutional commitment to the human flourishing of all members of our community.

OBJECTIVE D: Provide opportunities for people to gather for the purpose of mutual learning, dialogue, and community-building.





JOHN CARROLL UNIVERSITY DIVERSITY STATEMENT

In keeping with our Jesuit mission of fostering inclusion, compassion, and respect, John Carroll University commits to a welcoming climate in which all can live more fully a 'faith that does justice' through genuine encounter, solidarity, and care for the whole person.

We welcome individuals of all identities and experiences including, but not limited to, age, (dis)ability, ethnicity, gender identity or expression, nationality, race, religion or spiritual affiliation, sex, sexual orientation, socioeconomic background, veteran status, and other forms of human difference.

We seek to enable all members of the John Carroll community to fully realize their potential in an environment that recognizes both the distinctiveness of each person's experience and the common humanity that unites us all.

Our pursuit of inclusive excellence embraces the richness of ideas and experiences that each person brings to the University, taking full advantage of everyone's talents, skills, backgrounds, and perspectives.

We seek to reflect and respect all dimensions of diversity in our leadership; our recruitment, retention, and employment practices; our curriculum, co-curriculum, and training programs; and in our climate across all campus activities.

As a Jesuit Catholic University, we respect the dignity of the human person and expect all members of our community to do the same by honoring the values expressed here and by demonstrating a genuine willingness to move from an awareness and tolerance of difference towards empathy, acceptance, and advancement.

