



### Ohio University Inclusive Excellence Strategic Plan – 2021 Action Items

#### Summary

Based on the strategic goals developed with feedback from the campus community in 2019 following the inaugural Diversity Leadership Institute, the following action steps are proposed as the first, in a series of steps, to moving our campus forward. In Fall 2020 and early Spring 2021, a comprehensive list of campus-wide action items were collected during invited and open sessions with faculty hosted by the Provost and more than 20 feedback sessions with students, faculty, and staff groups hosted virtually by the Vice President of Diversity and Inclusion. In the sessions, the strategic goals were presented (listed below), and participants were asked to provide feedback on the framework and provide guidance on action items for each of the goals. The framework was also presented during the Breakfast for Progress to over 100 campus leaders held during the Fall 2020 semester. During this meeting, participants worked together in small groups for 30 minutes to discuss the saliency of and suggest campus-wide action for each of the four goals. The collected action items were then prioritized by the Provost, Vice President for Diversity and Inclusion, and members of a subcommittee of the Diversity and Inclusion Advisory Council. Below is a listing of items chosen for immediate action for the remainder of the 2021 academic year.

#### Action Items – Spring 2021 – Fall 2021

##### Immediate Action Items

Strategic Goal	Action Items	Proposed Due Date	Area of Focus	Responsible Unit
Recruit and retain a diverse campus community.	In alignment with the strategic enrollment management process, develop a multicultural student recruitment action plan that specifies outreach and recruitment efforts for Black, Latinx, Asian American, and Native American/Indigenous populations.	Fall 2021	Students	Enrollment Management and D&I
	Form working group to apply for McNair Scholars grant (2022 cycle).	Spring 2021	Students	Provost
	Redesign new faculty orientation.	Fall 2021	Faculty	Provost
	Develop chairs/directors and promotion & tenure chair DEI training.	Fall 2021	Faculty	Provost



Immediate Action Items (continued)

Strategic Goal	Action Items	Proposed Due Date	Area of Focus	Responsible Unit
Create a sense of belonging for all.	Continue to expand the work, visibility, function, and collaboration among the employee affinity organizations. <ul style="list-style-type: none"> <li>Develop policies and procedures for creating new affinity organizations.</li> <li>Develop international and Asian American affinity organizations.</li> </ul>	Fall 2021	Faculty and Staff	D&I and Human Resources
	Codify a comprehensive process for responding to campus climate and bias incidents on campus.	Fall 2021	Faculty, Staff, and Students	D&I and Student Affairs
	Develop a campaign that encourage community members to act in ways that are congruent with the University values and reflects an understanding of respect across difference.	Fall 2021	Faculty, Staff, and Students	D&I, Student Affairs, and UCM
	Create an Acknowledgement and Reconciliation Committee to research the University's relationship to slavery, racial oppression, and Native land dispossession.	Spring 2021	Faculty, Staff, and Students	D&I
	Refine and implement the use of a land acknowledgment statement for use at major campus events such as Commencement, Convocation, athletic events, etc.	Fall 2021	Faculty, Staff, and Students	D&I, Student Affairs, and Athletics
	Establish a Juneteenth celebration and explore the possibility of it being a paid holiday.	Spring 2021	Faculty, Staff, and Students	D&I
Re-imagine teaching and learning with inclusivity as a core design principle.	Create an online database to compile and share information about faculty diversity, equity, and inclusion expertise across campus.	Fall 2021	Faculty	Provost, D&I, and Human Resources
	Review and provide recommendations for ways to expand the capacity and reach of the Inclusive Pedagogy Academy.	Fall 2021	Faculty	Instructional Innovation and D&I
Build a sustained commitment to data collection, analysis, dissemination, and continuous improvement.	Conduct a comprehensive campus climate survey and use results to develop strategies for increase sense of belonging across campus constituent groups including students, faculty, and staff.	Fall 2021	Faculty, Staff, and Students	D&I
	Establish the Diversity Advisory Council as the official University diversity committee with responsibilities to include serving in an advisory capacity as it relates to University diversity and inclusion initiatives and review and update diversity and inclusion strategic planning processes.	Summer 2021	Faculty, Staff, and Students	D&I and Faculty Senate
	Charge the Diversity Advisory Council with making recommendations to the President on necessary actions related to diversity and inclusion priorities at least twice a year.	Fall 2021	Faculty, Staff, and Students	D&I



On-going Action Items

Strategic Goal	Action Item	Year 1 Task(s)	Proposed Due Date	Area of Focus	Responsible Unit
Recruit and retain a diverse campus community.	Develop a comprehensive plan to close equity gaps in retention, graduation, and post-graduation success over next five years.	Charge a working group with representatives from across campus to develop milestones related to retention, graduation, closing equity gaps, and post-graduation success of multicultural populations. <i>*This connected to the student success strategic initiative in the University's strategic and strategic enrollment plans.</i>	Spring 2021	Students	Provost Office, Student Affairs, and D&I
	Align efforts within D&I, University Advancement, and Enrollment Management, with advice from Legal Affairs, to design development and scholarship strategies that promote and further the educational benefits of diversity at OHIO.	Review, evaluate, and obtain legal counsel on policies and practices with enrollment and diversity, equity, and inclusion including issues associated with the potential design and implication of elements associated with admissions and financial aid/scholarship polices and practices.	Spring & Summer 2021	Students	Enrollment Management, Advancement, and D&I
	Develop a comprehensive plan to address faculty recruitment and retention.	Establish a committee to further plans to enhance the diversity of faculty on campus including with respect to underrepresented faculty (Black, Latinx, Asian American, Native American/Indigenous, and International) in the Colleges.	Fall 2021	Faculty	Provost and D&I
		Create a plan to conduct diversity advocate training for every academic area search committee.	Spring 2021	Faculty	Provost
		Work with faculty to update faculty demographic data.	Spring 2021	Faculty	Provost
		Support the Teaching, Learning, and Assessment Committee's work to define teaching effectiveness as first step toward eliminating central role of student evaluations of instruction.	On-going	Faculty	Provost



On-going Action Items (continued)

Strategic Goal	Action Item	Year 1 Task(s)	Proposed Due Date	Area of Focus	Responsible Unit
Create a sense of belonging for all.	Amplify and expand partnerships with the diversity, equity, and inclusion work occurring on the Ohio University campuses and in the local communities they serve.	Develop a working group charged with expanding relationships with Community Based Organizations (CBOs) in Cleveland, Columbus, Cincinnati, Pittsburg, and Washington, D.C.	Fall 2021	Students	Enrollment Management, D&I, and EBN
	Adopt a required cultural competency/diversity training for faculty, staff and students.	Develop a Diversity at OHIO module to complement the Learning Communities curriculum.	Fall 2021	Students	D&I, University College, and Student Affairs
	Commit resources devoted to recruitment of Black, Latinx, Asian American and Native American/Indigenous student populations (talent identification, enhanced financial support, alumni support/mentoring).	Fully establish academic success and student engagement programming for male identifying undergraduates from underrepresented populations (Black, Latinx, Asian American, and Native American/Indigenous).	Spring 2021	Students	D&I
	Coordinate the expansion of sense of belonging within the institutional well-being framework.			Students	Student Affairs
	Add equity and social justice language to all job descriptions and connect to evaluations, performance reviews, goal setting, recruitment ads, and interview questions.	Create a committee to suggest inclusive language that can be used across areas and identify priority areas to pilot the review of job descriptions.	Fall 2021	Faculty and Staff	Human Resources and D&I
Re-imagine teaching and learning with inclusivity as a core design principle.	Create a plan to address racial injustice/anti-racism across the curriculum.	Develop a committee, appointed in coordination with Faculty Senate, to provide guidance for the plan.	Fall 2021	Faculty	Faculty Senate, Provost, and D&I
		Develop a plan to consistently share research/data related to the significant impact that faculty curricular and pedagogical work has on the recruitment and success of minoritized student populations.	Fall 2021	Faculty	Provost, D&I, Enrollment Management, and Institutional Effectiveness and Analytics



**On-going Action Items (continued)**

Strategic Goal	Action Item	Year 1 Task(s)	Proposed Due Date	Area of Focus	Responsible Unit
Build a sustained commitment to data collection, analysis, dissemination, and continuous improvement.	Develop diversity, equity and inclusion performance indicators and establish institution-wide evaluation and assessment protocols to measure progress (gender, race, ethnicity, social, and economic mobility).	Collect and analyze data about internal awards re: composition of committees; data/trends for who receives these grants and topics funded.	Spring 2021	Faculty	Provost and Institutional Effectiveness and Analytics
		Collect and analyze data about IRB, composition of reviewers, data/trends of approvals.	Spring 2021	Faculty	Provost
		Develop recommendations for equitable P&T guidelines in partnership with Faculty Senate.	Fall 2021	Faculty	Provost
		Identify a specific process for collecting benchmarking data with other IUC schools.	Fall 2021	Faculty, Staff, and Students	D&I & Institutional Effectiveness and Analytics
		Develop an Inclusive Excellence Dashboard that highlights strengths and opportunities related to the University's efforts to advance diversity, equity, and inclusion.	Fall 2021	Faculty, Staff, and Students	D&I, Institutional Effectiveness and Analytics, and Student Affairs
	Continuously review and update research and best practices documentation, definitions, and the overall language used in the plan's framework.	Establish a Diversity and Inclusion Advisory Council subcommittee charged with the review and update process.	Fall 2021	Faculty, Staff, and Students	D&I