

**Mount St. Mary's University**  
**Inclusive Excellence Strategic Plan**  
**2014-2017**

**Vision** Mount St. Mary's University continually strives to bring together the unique talents and perspectives of a diverse faculty, administrators, staff, and student body. We will be a just community where all of us contribute meaningfully to the community's decision-making and have full access to resources and relationships that allow us to develop our gifts in service to others. We will strive to live out our Catholic mission as an empowered, collaborative, and caring community, where we work in solidarity with one another and take responsibility for building a welcoming and inclusive environment. The inherent worth and dignity of every person will be affirmed with respect and compassion.

**Mission** Mount St. Mary's University will make conscious decisions to create a nurturing and welcoming campus climate where similarities and differences are respected and supported by ensuring the active participation of the entire campus community. Campus-wide initiatives will enhance the understanding and appreciation of the diversity of our campus, local, and global community.

Goal	Objective	Who/When/Cost	Outcome(s) 2014-16
I. The University will be a welcoming and more inclusive learning community, workplace, and campus environment.	1. Provide Cabinet-level leadership support by including five (5) diversity initiatives reflected in the Annual Goals and Objectives document or relevant publication.	Associate Provost for Diversity and Assessment (APDA), Cabinet, annually-August 2017, no cost	<ul style="list-style-type: none"> <li>• <b>2014-15 - Four (4) diversity and inclusion initiatives included in Annual Goals and Objectives document</b></li> </ul>
	2. Develop a protocol for educating all members of the campus community on the content and protocol of employee and student harassment/grievance policies.	APDA, Dean of Students, Public Safety, Institutional Research, annually-May 2016, no cost	<ul style="list-style-type: none"> <li>• <b>Bias Reduction and Education Team document created</b></li> </ul>
	3. Implement a comprehensive campus climate survey with 30% participation rate to regularly evaluate the climate as experience by all sectors of the campus community.	Inclusive Excellence Committee, Institutional Research, May 2015, \$1,000	<ul style="list-style-type: none"> <li>• <b>April 2016 - Two (2) focus groups conducted with underrepresented students to deepen our understanding of the survey findings to identify additional action steps and guide programming for 2016-17.</b></li> <li>• <b>Nov. 2015 - Shared findings (one-page infographic) and discussed at individual</b></li> </ul>

			<p>meetings with Cabinet, Faculty, Student Affairs Council, and Student Government Association</p> <ul style="list-style-type: none"> <li>• Survey Administered March 10-23, 2015 with 32% response rate (508 students). Data is being analyzed and preparing a one-page summary report with action items.</li> </ul>
	4. Develop two (2) Inclusive Excellence awards/certificates to recognize and promote achievement of campus community members.	APDA, Inclusive Excellence Committee, Communications, May 2016, \$2,000	<ul style="list-style-type: none"> <li>• 2015-16 – Two (2) Faculty Awarded</li> <li>• 2014-15 – One (1) Administrator Awarded</li> <li>• 2013-14 – Two (2) Administrators Awarded</li> <li>• 2012-13 – Two (2) Faculty Awarded</li> </ul>
II. Students, faculty, staff and administrators will become more culturally competent	1. Expand training sessions, workshops, and other events to two (2) per semester with 40% participation of each employee group (faculty, administrators, and staff) designed to increase cultural competency/inclusive excellence.	Inclusive Excellence Committee, Cabinet, Institutional Research, ongoing-May each year, \$8,000	<ul style="list-style-type: none"> <li>• <b>Year-long Call to Action on Racial Justice for Mount Community – 1,976 faculty, staff, and students attended 10 major campus events throughout the year with significant impact of attendees’ awareness, understanding and skill building as measured through formal evaluations.</b></li> <li>• <b>Fall 2014-Spring 2015 – “Diversity in the Workplace” Assessment and Debrief for: Inclusive Excellence Committee, Cabinet, Athletic Dept. Coaches &amp; Administrators, Student Affairs Staff, Communication Office Staff, Administrative Support Staff:</b> <ul style="list-style-type: none"> <li>- Over 150 administrators and staff attended</li> <li>2-hour teaching/learning sessions.</li> </ul> </li> <li>• <b>April 2015 - “If These Halls Could Talk” video – 10 faculty attendees</b></li> <li>• <b>Feb 2015 - Catholic Theologians Statement on Racial Justice Panel – 25 faculty attendees</b></li> <li>• <b>Nov 2014 – <i>Culturally Responsive Teaching</i> Workshop for faculty</b> <ul style="list-style-type: none"> <li>- 28 faculty attendees</li> </ul> </li> <li>• <b>Oct &amp; Nov 2014 – Two (2) workshops for ALL employees:</b> <ol style="list-style-type: none"> <li>1) Latino Student Panel - 50 attendees</li> <li>2) Interactive Theater - 100 attendees</li> </ol> </li> </ul>

	<p>2. Provide two (2) cultural competency development opportunities each semester with 400 student participants and 75% satisfaction rate.</p>	<p>APDA, Inclusive Excellence Committee, Center for Student Diversity, Institutional Research, ongoing-May each year, \$5,000</p>	<ul style="list-style-type: none"> <li>• <b>Year-long Call to Action on Racial Justice for Mount Community – 1,976 faculty, staff, and students attended 10 major campus events throughout the year with significant impact of attendees’ awareness, understanding and skill building as measured through formal evaluations.</b></li> <li>• <b>March 2015 - “If These Hall Could Talk” video - 20 attendees</b></li> <li>• <b>February 2015 - Martin Luther King, Jr speaker Jeff Johnson - 200 attendees</b></li> <li>• <b>Oct 2014 - No Excuses, No Limits (disabilities) - 200 attendees</b></li> <li>• <b>Sept 2014 -Mount Latino(a) Student Panel - 200 attendees</b></li> </ul>
	<p>3. Create two (2) intentional and purposeful campus interactions per semester between and among diverse student communities to build intergroup relations among all students.</p>	<p>Inclusive Excellence Committee, Dean of Students, annually-May each year, \$1,000</p>	<ul style="list-style-type: none"> <li>• <b>Sept. 2015-May 2016 -Mount Students for Justice created by students from all backgrounds to lead programming efforts in town hall format which followed the five (5) President’s Signature events throughout the year.</b></li> <li>• <b>March 2015 - “If These Hall Could Talk” video - 20 attendees</b></li> <li>• <b>Jan 2015 - MLK, Jr. Student Committee Event - 100 student attendees</b></li> <li>• <b>Nov 2014 - Interactive Theater Troupe - 80 student attendees</b></li> <li>• <b>Nov 2014 - MLK, Jr Student Committee Event - 200 students participating in joint project as a Pre-MLK, Jr event</b></li> </ul>
	<p>4. Implement undergraduate program Goal #5(<i>Social Justice in a Global Community Program</i>) by having every student complete, as a graduation requirement, one (1) Global Encounters course which promotes critical cultural engagement that attends to</p>	<p>Associate Provost, APDA, May 2016, no cost</p>	<ul style="list-style-type: none"> <li>• <b>2015-16 - Diversity course must be completed by every Mount graduate.</b></li> </ul>

	both human commonality and diversity in ways that foster inclusivity.		
	5. Support the attendance of three mid-level administrators annually at appropriate regional or national conferences addressing diversity in higher education.	APDA, annually-May each year, \$6,000	<ul style="list-style-type: none"> <li>• <b>May 2016 – 2 Faculty and 3 Administrators presented, “Engaging Hearts, Minds, and Feet: A Campus Community’s Year-Long Call to Action on Racial Justice” at the National Conference on Race and Ethnicity</b></li> <li>• <b>May 2015 – 1 Faculty, 3 Administrators attended National Conference on Race/Ethnicity</b></li> <li>• <b>May 2014 – 1 Faculty, 1 Dean, 2 Administrators attended National Conference on Race/Ethnicity</b></li> </ul>
III. The University will recruit and retain more diverse students, faculty, administrators, and staff.	1. Recruit and retain diverse faculty, administrators, staff, and students with overall composition target of 10% faculty, 10% administrators, 10% staff, and 25% students.	APDA, Cabinet, May 2017, \$75,000/year for Faculty Intern	<ul style="list-style-type: none"> <li>• <b>Funding secured for the Faculty Intern in the Chemistry Department to continue her appointment at the request of the Dean of Natural Science and Mathematics.</b></li> <li>• <b>Funding secured - Hired a Faculty Intern for the Chemistry Department to begin August 2015 (from Howard University Preparing Future Faculty Program)</b></li> </ul>
	2. Update <i>Plan for Strengthening Focus on Diversity/Inclusion in Faculty Searches</i> to produce 20% of all candidates that come for on-campus interviews will be faculty from diverse backgrounds.	Provost, APDA, annually-May 2017, no cost	<ul style="list-style-type: none"> <li>• <b>Hired one woman from a diverse background - Sociology Department – begin August 2015.</b></li> <li>• <b>Hired one man from a diverse background - Theology Department – begin August 2015.</b></li> </ul>
	3. Develop a plan for strengthening focus on diversity/inclusion in administrators and staff job searches by incorporating three (3) best practices.	APDA, Human Resource, May 2016, no cost	<ul style="list-style-type: none"> <li>• <b>Plan developed in consultation with Human Resource Office, colleagues at similar institutions, as well as considering the prior work established with our faculty plan and have incorporated three (3) best practices.</b>  <b>1. Purchased Affirmative Action flags to target diverse candidate.</b></li> </ul>

			<p><b>2. Reviewing job description template for inclusive language.</b></p> <p><b>3. Tracking HR website hits.</b></p>
	<p>4. Provide three (3) opportunities for reflection and discussion that engages diversity and inclusion topics with our Catholic mission.</p>	<p>APDA, Inclusive Excellence Committee, Deans, May 2016, no cost</p>	<ul style="list-style-type: none"> <li>• <b>2015-16 – Led by the University President, multiple opportunities for discussion that engaged diversity and inclusion topics with our Catholic mission occurred throughout the year.</b></li> <li>• <b>April 2015 - Statement sent campus-wide from President Newman regarding Baltimore events</b></li> <li>• <b>Feb 2015 – “Catholic Theologians Statement on Racial Justice” Panels – 80 student, faculty and administrator attendees</b></li> <li>• <b>2014-15 Inclusive Excellence Committee meetings (10) – agenda item on 70% of our meetings and becoming an automatic part of our discussions, particularly concerning events that we sponsor.</b></li> </ul>
<p>IV. Students will achieve equitable outcomes and success.</p>	<p>1. Strengthen our efforts to foster retention of freshman and sophomore students of color. Achieve a 75% retention rate from second to third year.</p>	<p>Provost, APDA, Associate Provost, Executive VP, Center for Student Diversity, Institutional Research, June 2017, no cost</p>	<ul style="list-style-type: none"> <li>• <b>Freshman to Sophomore Retention</b></li> <li>-2015 – 68%</li> <li>-2014 – 74%</li> <li>-2013 – 70%</li> </ul>
	<p>2. Achieve a 4-year graduation rate for students of color to 58%.</p>	<p>APDA, Cabinet, Institutional Research, June 2017, no cost</p>	<ul style="list-style-type: none"> <li>• <b>27% Students of Color</b></li> <li>• <b>4-yr Graduation Rate</b></li> <li>-2015 – 42%</li> <li>-2014 – 57%</li> <li>-2013 – 55%</li> </ul>

June 2016