



Courageous Dialogue, Meaningful Action

**University Diversity, Equity
and Inclusion Task Force
Operational Plan**

March 3, 2021

Introduction

Under the umbrella of the Diversity, Equity and Inclusion Task Force, more than 100 faculty, students, administrators, staff and community members served on 10 working groups during the Fall 2020 semester to engage in a holistic review of and action plan to address racism that exists on our campus and in our surrounding communities. This report presents the operational plan to implement the actions recommended by the working groups and accepted by the university.

Our work is grounded in the foundational belief in the dignity and respect of the human person, included in our undergraduate mission statement and listed under Goal 6 in our Mount Strategic Plan (MSP): Culture of Teamwork/Diversity and Inclusion (MSP 6.2). Four objectives in our strategic plan guided our work and are reflected in our operational plan: (1) *access and success* (MSP 6.2.1); (2) *climate and intergroup relations* (MSP 6.2.2); (3) *education and scholarship* (MSP 6.2.3); and (4) *institutional viability and vitality* (MSP 6.2.4). The following initiatives align with the Mount Strategic Plan and are prioritized by our expected timeline to implementation, beginning with the most pressing items. The accountable, or responsible lead unit, for each initiative is listed. We are committed to regularly reporting to the community regarding progress on these programs.

Thank you for your courage in participating in upcoming educational opportunities and courageous conversations. We, the members of the Task Force, challenge every member of the Mount community to explore how you are called to live significantly in service to God and others as we work toward a more diverse, equitable, and inclusive campus.

URGENT: Within 3 Months

Access and Success

1. Complete mandatory diversity, equity, and inclusion (DEI) training for seniors through DiversityEdu.
Responsible Lead Unit(s): Equity and Success Office & Student Life Office
2. Develop rollout plan for mandatory DEI training for the Mount community using customized videos through DiversityEdu.
Responsible Lead Unit(s): Equity and Success Office
3. Develop a faculty development module in inclusive pedagogy, such as culturally responsive teaching and learning.
Responsible Lead Unit(s): Provost & Equity and Success Office
4. Publish a periodic DEI educational newsletter for the campus community.
Responsible Lead Unit(s): Equity and Success Office

Climate and Intergroup Relations

Campus Climate

1. Promote across campus EthicsPoint, a comprehensive and confidential bias reporting mechanism for incidents of harassment and discrimination.
Responsible Lead Unit(s): Equity and Success Office & Marketing and Communication Office
2. Create a standing Risk Assessment and Incident Response Team responsible for a) risk monitoring, 2) proactive efforts to prevent bias incidents, and 3) developing, coordinating, and communicating responses to bias incidents. The team will be comprised of representative students, faculty, deans, administrators, and staff.
Responsible Lead Unit(s): Public Safety Director & Executive Vice President

Campus Programming

3. Dr. Shannen Williams, African American professor from Villanova University, gave a presentation on February 25, 2021, for Black History Month. She has written a book about the black sisters in the Catholic Church.
Responsible Lead Unit(s): Center for Campus Ministry, Provost's Office, Theology Department & Equity and Success Office
4. St. Peter Claver Lecture series, an annual event in remembrance of the patron saint of slaves and celebrating achievements of African Americans.
 - a. 2019: Hosted a play, Tolton: From Slave to Priest, about the first black Catholic priest in the U.S., the Rev. Augustus Tolton.
 - b. 2020: Presentation by Gary Steele, the first black football player at West Point.**Responsible Lead Unit(s): Center for Campus Ministry, Center for Student Diversity & Equity and Success Office**
5. Host "Courageous Conversations" with panels made up of students and other members of the Mount Community.
Responsible Lead Unit(s): Equity and Success Office, Mount Inclusive Excellence Committee & Center for Student Diversity
6. Develop programming to help students cope with stress from societal events (e.g., mindfulness meditation)
Responsible Lead Unit(s): Student Life Office
7. Continue Sisters-in-Residence program with Sisters from the National Black Sisters' Conference to foster dialogue about how DEI work is integral to our Catholic mission. The Sisters are involved in liturgies, meet with students both in and out of class, and offer programming and professional development opportunities.
Responsible Lead Unit(s): Campus Ministry Office & Center for Student Diversity

Town-Campus Relations

8. President Trainor and other representatives of the university should regularly participate on the podcasts hosted by Emmitsburg Mayor Don Briggs.

Responsible Lead Unit(s): President & Student Life Office

9. Develop a stronger relationship between Emmitsburg businesses and members of the Mount community. Explore ways to attract students to these businesses and make them feel more welcome. Invite businesses to display their services and wares on campus.

Responsible Lead Unit(s): Student Life Office

10. Encourage involvement of the Mount community in town culture by sponsoring attendance and promoting local events.

Responsible Lead Unit(s): Student Life Office

Use of Space

11. Ensure that religious representations on campus are inclusive and reflect the full diversity of the Catholic Church.

- a. Placed 6 pictures of diverse servants of God on the path to sainthood on the side altars in the Chapel of the Immaculate Conception.

- b. Construction of a devotional site for Our Lady of Kibeho is ongoing outside of Bradley Hall. A beautiful mosaic, created in Italy, is en route to the United States.

Responsible Lead Unit(s): Campus Ministry Office, Advancement Office

12. Revision of the protocol to accept gifts to the institution, including the guidelines for displaying the artifacts given by donors and the responsibilities of the institution and the donor.

Responsible Lead Unit(s): Advancement Office & Center for Campus Ministry

13. Commission artwork with diverse representations, such as a contract with Greg Alexander '18, in conjunction with a Class of 2018 fundraiser to support his commission.

Responsible Lead Unit(s): Center for Campus Ministry

14. Distribution to all offices on campus of *Josephite* calendars gives homage to the Seven Sacraments and to the six Black American Catholic candidates for sainthood who lived sacramental, spirit filled lives.

Responsible Lead Unit(s): Center for Campus Ministry & Equity and Success Office

Education and Scholarship

1. Provide the necessary financial and professional development resources to support departments and programs to begin to develop their own DEI strategic plans, particularly regarding changes to the curriculum.

Responsible Lead Unit(s): Provost, Academic Deans & Office of Equity and Success

2. Extend opportunities for students to provide feedback on the curriculum in relation to DEI efforts. The Committee on Curriculum and Assessment will develop a survey instrument related

to DEI in the curriculum to be administered this spring. Results will be shared with core and program directors.

Responsible Lead Unit(s): Committee on Curriculum and Assessment, Equity and Success Office & ASPIRE

3. Focus immediate goals for enhancing DEI in the curriculum and the student experience on the first-year experience from Summer Orientation to the First Year Symposium course.

Responsible Lead Unit(s): Symposium Director & Orientation Director

Institutional Viability and Vitality

Implementation of the DEI Strategic Plan

1. Disseminate and interpret existing institutional key performance indicators related to DEI and student success. Make people aware of the information and what it is telling us.

Responsible Lead Unit(s): Equity and Success Office & ASPIRE

Hiring

2. Hired one BIPOC faculty for 2021-22 academic year and two more BIPOC faculty within two years.

Responsible Lead Unit(s): Provost & Human Resources Office

3. Expand Office of Equity and Success to include two new positions to assist with DEI efforts.

Responsible Lead Unit(s): Equity and Success Office

4. Continue to utilize and expand the listing of DEI advertising opportunities for all job postings.

Responsible Lead Unit(s): Human Resources Office

5. Adopt the updated job posting template that reflects a DEI focus.

Responsible Lead Unit(s): Human Resources

6. Commit to a DEI budget for recruitment and advertising and an update to the Mount relocation program that will result in an increased relocation budget amount.

Responsible Lead Unit(s): Human Resources & Equity and Success Offices

7. Include the newly developed *Guidelines for Hiring Managers* in a training program and/or Mount Leadership meeting. Following training, the guidelines should be a standard part of the Mount interview and selection process. Cross train the Mount Inclusive Excellence Committee (MIEC) members appropriately. Consider the development of a Mount Diversity Advocate program with stipend.

Responsible Lead Unit(s): Human Resources & Equity and Success Offices

Retention

8. Include the enhanced list of Competency-Based Interview Materials DEI section in a training program with hiring managers along with being a standard part of the Mount interview and selection process.

Responsible Lead Unit(s): Human Resources & Equity and Success Offices

9. Partner with ASPIRE in developing a Workforce Summary dashboard, accessible to the Mount community. Deploy Workday DEI dashboards to a broader population as well as provide the Mount community with a Workforce Demographic Dashboard Summary in Spring 2021.

Responsible Lead Unit(s): Human Resources & ASPIRE Offices

10. Provide incentives for participation in DEI training such as a DEI certificate program and Inclusive Excellence Awards.

Responsible Lead Unit(s): Human Resources & Equity and Success Offices

PRIORITY: Within 3-6 Months

Access and Success

1. Apply a DEI perspective to the admissions process, including a redesign of the Founder's Scholarship essay to reflect diversity and flourishing

Responsible Lead Unit(s): Honors Program

Climate and Intergroup Relations

Student Support

1. Provide resources for Residence Hall & Student Life staff and develop training materials to support RA staff when they encounter a negative racial event.

Responsible Lead Unit(s): Student Life Office

2. Extend restorative actions to specify the handling of disputes and disagreements, specifically in terms of diversity issues.

Responsible Lead Unit(s): Student Life Office

3. Develop a grievance process for students to report experiences where they felt excluded or unwelcome based on their identity.

Responsible Lead Unit(s): Student Life Office

4. Provide race-related trauma support groups and counseling sessions supported by the Counseling Center with focus on race and culture trauma throughout the academic year.

Responsible Lead Unit(s): Student Life Office

5. Provide resources to classroom faculty and professional development workshops on trauma and the impact on learning to support Provost in developing content and leading faculty discussions.
Responsible Lead Unit(s): Psychology Department & Counseling Center

Use of Space

6. Acquire or commission diverse representations of Christ to be displayed around main campus.
Responsible Lead Unit(s): Center for Campus Ministry
7. Create a mural for the Center for the Student Diversity that will focus on a group of diverse servants of God and faithful representatives of the Catholic faith. The mural will be painted in a public space like Patriot Hall so that it can be accessed and created by the entire community.
Responsible Lead Unit(s): Center for Student Diversity & Art Department
8. Acquire diverse artworks from a warehouse where artwork from closed churches are stored and can be purchased at a significantly reduced price.
Responsible Lead Unit(s): Center for Student Diversity & Art Department

Education and Scholarship

1. Recommend that the Committee on Curriculum and Assessment charge each program in the core curriculum and each major to develop a strategic plan for diversification of its curriculum and program. We further recommend that the CCA develop a reporting structure in consultation with each department or program, academic dean and provost. The strategic plan should address the following:
 - a. Articulate how the program contributes to undergraduate program goal five both in content and pedagogy (understanding the diversity of human cultures in a global community)?
 - b. Identify key areas for improvement and expansion.
 - c. Develop plans for assessment of changes.

These strategic plans should be developed on a three-year cycle: one year for planning, one year for implementation, one year for assessment.

Responsible Lead Unit(s): Provost & Committee on Curriculum and Assessment

2. Explore ways to diversify faculty teaching in the Core Curriculum.
Responsible Lead Unit(s): Director of Academic Programming
3. Create spaces of dialogue to talk about the meaning of our Catholic Intellectual Tradition and how CIT can illuminate our work in DEI.
Responsible Lead Unit(s): Catholic Identity Committee

Institutional Viability and Vitality

1. Deploy an outreach strategy to local historically black colleges and universities (Coppin State University, University of Maryland Eastern Shore, Howard University, Bowie State University and

Morgan State University) to attract a diverse pool of candidates for employment and evaluate any additional job advertising, networking opportunities and career development opportunities.

Responsible Lead Unit(s): Human Resources Office, Executive Vice President & School of Business Dean

2. Engage in specific and ongoing ways to develop and strengthen our relationship with the area HBCUs by hosting a Get to Know the Mount Day In which representatives from the universities above are invited to visit the Mount and learn more about the university and its commitment to diversity, equity and inclusion.

Responsible Lead Unit(s): Executive Vice President and School of Science Dean

3. Review education requirements in Mount job postings (particularly faculty). Consider opening opportunities up for a wider pool of candidates if we require Master's degree applicants who when hired are paired with a strong mentoring/incentive program to pursue Doctoral programs.

Responsible Lead Unit(s): Human Resources Office

4. Explore additional specific DEI recruitment and retention incentives. Examples include a targeted professional development program, loan payback program, professorship opportunities, and a faculty exchange program with area HBCUs.

Responsible Lead Unit(s): Human Resources Office

IMPORTANT: Within 6-12 Months

Access and Success

1. Embed video series/modules in Canvas allowing for self-reflection and potentially sharing within Canvas.

Responsible Lead Unit(s): Equity and Success Office

Education and Scholarship

1. Use election results as something to analyze.

Responsible Lead Unit(s): Political Science Department

Institutional Viability and Vitality

1. Develop an updated DEI focused Mount career site highlighting the Mount's commitment to DEI as well as the Mount's successful track record with increasing the population of students of color. This metric (e.g., 42%) as well as other DEI highlights should be reflected in the 'Who We Are' section of job ads.

Responsible Lead Unit(s): Marketing and Communications, Human Resources & ASPIRE Offices

BEYOND ONE YEAR

Access and Success

1. Investigate establishing an in-town incubator to encourage entrepreneurship.

Climate and Intergroup Relations

1. Establish additional student residence spaces in Emmitsburg.
 2. Inventory and conserve the collection of artwork throughout campus that represents diversity in the Catholic faith.
 3. Develop a collection of student artwork to display throughout the campus as public art, helping to define the entire community's identity and reveal the unique character of our institution.
 4. Commission a sculpture for Our Lady, Spes Nostra, potentially at the entrance to campus.
- Add two small chapels on campus for prayer and confession, including one named for Mother Mary Lange in Patriot/McGowan Halls.

Education and Scholarship

Consider a 4-year recurring Symposium for faculty, administrators, staff and students so that all Mount community share the same mission seeking answers to one to the fundamental questions, namely "what does it mean to be human?"

Institutional Viability and Vitality

1. Conduct an institutional audit by an external agency for a full review of campus policies, protocols, and programs related to prevention, education, and intervention of racism on campus.
2. Create a task force or working group that will assist in and track departmental audits and implementation of changes - task force/working group will provide a framework and schedule for departments/offices to meet and discuss audit and training - provide training accordingly-- workshops and classroom experiences should fit with the accountability standards.
3. Encourage all alumni to aid in raising funds to implement DEI programs.



University Diversity, Equity and Inclusion Task Force

FALL 2020

In harming one of us, racism harms us all. Contrary to what we preach as a university that practices Catholic social teaching, some students and employees do not feel welcomed and that they belong in our community. We are committed to changing this cultural divide so that everyone feels they belong. We have called the Mount community to action this fall in order to address our DEI issues. Ten working groups involving more than 100 faculty, administrators and staff are leaning in to making the Mount better.



University Diversity, Equity and Inclusion Task Force • msmary.edu/DEI

Diversity, Equity and Inclusion Task Force

Fall 2020

Executive Group

Co-leaders: Paula Whetsel-Ribeau & Michael Driscoll

Members: Layton Field, Tim Trainor, Boyd Creasman

Working Groups

Training, Education & Awareness

Co-leaders: Alejandro Canadas & Stepheca Sawyer

Employee Members: Rosie Bolen, Leon Dixon, Denise Marjarum, Liz Monahan, Stephen McGinley, Justine Miller, Tim Wolfe

Student Members: Thomas de Xavier, Lewis Mbua, Parth Sharma, Ashari Cain, Maya Strudwick-Miller, Kiev Denby, Joseph Intolubbe, Tito Okpalannaka

Preventing and Responding to Incidents of Racism

Co-leaders: Levi Esses & David McCarthy

Employee Members: Benjamin Buhrman, Leon Dixon, Brent Johnson, Carol McIntosh, June Mugo, Jack Trammel

Campus Climate

Co-leaders: Michael Towle and Maureen Oakley

Employee Members: Jose Del Valle, Farrah Douglas, Jon Hager, Brendan Johnson, Pratibha Kumar, Sean Lewis, Nicole Patterson, Kristin Sites, Joe Vince, Kaleb Wiley

Student Members: Maryland Student Legislature, College Democrats, College Republicans, Discourse Society

Physically Representing Diversity on Campus

Co-leaders: Rev. Martin Moran and Nick Hutchings

Employee Members: Leon Dixon, Ed Egan, Kim Johnson, Scott Kachmarik, Theresa Maag, Sister Hien M. Nguyen, Rev. Michael Roach, Dawn Walsh

Student Members: Raven Boatright, Tito Okpalannaka, Hunter Luers, Katie Creamer

Curriculum Initiatives

Co-leaders: Greg Murry and Richard Buck

Employee Members: CCA Rep, Indrani Mitra, Mike Barry, Christine Blackshaw, Josh Brown, Tim Fritz, Russ Hamer, Francis Lukban, Christine McCauslin, Mike Miller, Susann Samples, Sarah Scott, Dave Wehner

Student Focus Group: Karla Salazar, Sydney Knider, John Weinheimer, Jackie Candito, Bryan Green, Katherine Stern, Caleb McCleaf, Rachel Lemon, Shahanaaz Soumah, Karington Smith

Dealing with Trauma

Leader: Bernard Franklin

Employee Members: Mindy Korol, Denise Marjarum, Gerald Rooth, Ernest Solar

Student Members: Matenyeh Kaba, Isaiah Williamson

Institutional Racism

Co-leaders: Leon Dixon and Corinne Farneti

Employee Members: Jessica Boyer, Jamie Brown, Scott Coley, Michelle Ohanian, Michelle Patterson, Jay Phillips, Athar Rafiq, Fred Reynolds, Brandon Rockwell, Andy Rosenfeld, Sara Ryan, Charles Strauss, Alexis Watson, Christina Yoder

Student Members: Chayla Thomas, Alyssa Tyler

Workforce Diversity

Leader: Kristen Hurley

Employee Members: Areli Aguilar-Hill, Alex Akpodiete, Don Butt, Denise Ditch, Katy Dye, Sara Laird, Indrani Mitra, Brenda McKeel, Maris Marchesano, Thane Naberhaus, Linda Northrup, Clare Tauriello

Student Member: Thomas de Xavier

Interacting with Surrounding Communities

Co-leaders: Pete Dorsey and Don Briggs (Mayor, Emmitsburg)

Employee Members: Bernard Franklin, Donna Klinger, Andi Overton, Kevin Robinson,

Community Members: Sherman Coleman (Frederick Co Economic Development), David Brooks (Brooks Behavioral Health Services, Thurmont)

Student Member: Tye Golden

Data Analysis

Leader: Jeff Simmons

Employee Members: Chris Duffy, Rachel Jackson, David King, Barb Marinak, Tim Stanton, Mallory Wishard