"Vision 2030: From Excellence to Preeminence" Implementation Plan Worksheet

Goal 5.1: Increase, recruit, retain, and develop the diversity of our students, faculty, and staff.

Measure/Metric(s) (Primary)	2024-30 Target	Benchmark	Proposed Strategies	Next Steps	Resource Needs
Totals for students, faculty, and staff. Increase the number of diverse students, faculty, and staff.	Increase by 2% year over year.	Percentage of increase among students, faculty, and staff.	Further expand towards a comprehensive, institution-wide plan to identify and implement best and current practices to diversify student recruitment efforts and faculty/staff candidate pools to support the mission of the campus. Establish a committee to further the diversity of faculty on campus, including with respect to underrepresented faculty and staff (Black, LatinX, Asian American, Native American/ Indigenous, and International) in the Schools. Create, develop, and conduct diversity/bias and cultural competence training for search committee members. Develop and implement an inclusive onboarding process for new faculty and staff and incorporate resources to support the acclimation and retention of diverse faculty and staff.	Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

			Create a survey instrument to identify reasons why students, staff, and faculty from underrepresented groups leave the University.		
			Create inclusive language and establish assessment criteria for advancing diversity, equity, and inclusion to incorporate in all position descriptions.		
			Develop and establish best and current practices to provide information to applicants (students, staff, and faculty) regarding the University's commitment to JEDI principles including a standard question for measuring on candidate score sheets.		
			Create affinity groups (employee resource groups) based on a shared perspective, characteristic, or common goal to foster inclusion and a sense of belonging, create personal and professional networking, and mentorship opportunities.		

Goal 5.2: Seek out and promote best practices to enhance inclusion and promote equity.

Measure/Metric(s) (Primary)	2024-30 Target	Benchmark	Proposed Strategies	Next Steps	Resource Needs
Semester summary of activity for the Inclusive Dialogue Sessions.

Semester summary activity for the JEDI Council. | | Equitable/proportional representation of staff and faculty groups on the consortium committee (i.e. adjunct, non-tenured, tenured faculty, administrative, executive staff, etc.)

Ensure all new employees are assigned a mentor upon hiring. | Research best practices for inclusion and equity in higher education in partnership with NADOHE (National Association of Diversity Officers in Higher Education).

Inclusive Dialogue: Twice of semester listening sessions with the cabinet focused on inclusion and promoting equity to generate progress.

Creation of a consortium for faculty and staff diversity.

Create a JEDI Council.

Engage evidence-based DEI best practices.

Creation of a mentoring program for new employees to enhance inclusion efforts. | Identify who will create, update, and maintain the repository of information related to best practices.

Identify who will organize and facilitate listening sessions, collect, and share relevant information with stakeholders.

Establish a recruiting process for the faculty and staff consortium. Subsequently, identify the mission, vision, and goals for the consortium, as well as create the bylaws.

Identify members of the JEDI council and establish the terms and duration of membership.

Create and maintain a database for the mentoring program, as well as a process to connect the mentors and the mentees. | Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance.

Funding will be necessary to properly support the development of initiatives (some of them).

Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5. |

Goal 5.3: Develop and implement a research initiative on diversity, justice, equity, globalization, and sustainability.					
Measure/Metric(s) (Primary)	2024-30 Target	Benchmark	Proposed Strategies	Next Steps	Resource Needs
Total annual funding based on globalization and sustainability.	Target: ≥ the percentage of expenditures coming research related to globalization/ sustainability in the prior year. 1-2 new grants each year focused on JEDI research initiatives.	No benchmark exists and will need to reevaluate this data.	Enhance DEI and equity research and community engagement (e.g. underserved populations, food insecurity, faculty grants that involve students to learn research skills). Increase partnerships and funding. Expand and strengthen partnerships by joining professional organizations and/or associations. Development of an annual JEDI report with current research initiatives to campus and/or community partners. Provide	Identify potential PIs to conduct and enhance research and community engagement. Designate staff to locate opportunities for funding and manage external partnerships. Designate staff to collect data on an ongoing basis and compile the annual JEDI report.	Need to hire DEI staff to oversee DEI at university

Goal 5.4: Provide educational experiences to the campus community that prepare them to be engaged global citizens and change agents.

Measure/Metric(s) (Primary)	2024-30 Target	Benchmark	Proposed Strategies	Next Steps	Resource Needs
Number of new educational experiences (trainings, modules, certifications, etc.) for the campus community.	15% increase in number of educational experiences each year.	100 new professional certifications per year (staff and faculty). Added to professional appraisal documents and PNT process. 250 student certifications per year.	Identify what it takes to be a change agent through the development of core competencies. Evaluate, assess, modify, and rethink programming and practices currently in existence for promotion, evolution, and/or elimination. Create and develop an inclusive leadership certificate for students (possible transcript addition). Develop and provide transformational training for the campus community to be global citizens and change agents (students and employees). Develop JEDI education, training modules (in-person, online), and an online resource library of JEDI-related topics for students, staff, and faculty. Identify and provide opportunities for community members to connect with external, corporate, community organizations, social movement	Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

| | | | organizations and government offices to enhance participation in initiatives that align with and support JEDI goals and principles.

Identify and expand pathways for students to engage in learning opportunities with international participation (both in the United States and abroad) that align with and support JEDI goals and principles with University financial support available to assist those with limited funding.

Enhance, promote, and further develop educational/leadership efforts from Divine Nine organizations. | | |
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Goal 5.5: Implement hiring and retention practices that lead to greater quality and diversity among faculty and staff.

Measure/Metric(s) (Primary)	2024-30 Target	Benchmark	Proposed Strategies	Next Steps	Resource Needs
Number of employees certified to participate on hiring committees. Campus Climate survey data.	25% increase in employees certified for hiring committees. 2-4 new awards created to recognize service, teaching, student champions, and unique contributions at UMES.	100 employees certified. Generated employee award recipients. 100% onboarding completion for all new employees.	H: Creation of a staff diversity hiring toolkit. H: Reimagine job descriptions and DEI commitment statement. H: Development of policies, procedures, and step by step checklists for interviewing and hiring committees. H: Enhanced bias awareness and hiring training required for all search committee members. R: Enhanced onboarding process geared towards belonging. R: Development of annual recognition events for employees with awards or certificates. R: Partnership with governance structures to create additional avenues to promote retention efforts. R: Annual Professional	Framework development for hiring practices. Framework development for generating a sense of belonging as an employee at UMES. Develop a tailored onboarding workflow to support belonging goals. Develop a tool to monitor onboarding process steps. Designate staff to manage partnerships with governance structures. Identify the model, structure, and logistics for the UMES leadership development program. Create and maintain optimized a database of exit interviews to support the retention study and subsequent retention strategies.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

			Development Day – expansion and grow that model. R: Development of a leadership development program at UMES for all employees in a class – "UMES First". R: Development of a retention study focused on exit interviews with faculty/staff to gather data for improving retention strategies.		

Goal 5.6: Ensure the curriculum, scholarship, and teaching embodies the principles of Justice, Equity, Diversity, and Inclusion (JEDI).					
Measure/Metric(s) (Primary)	**2024-30 Target**	**Benchmark**	**Proposed Strategies**	**Next Steps**	**Resource Needs**
Metric added to class evaluation sheets with associated scores from students.

Metric added to PNT process and evaluations.

2% increase in scholarship each year. | Create mandatory introductory course on JEDI for all undergraduate and graduate students. | Data points from evaluation sheets and metrics from PNT process. | Encourage faculty to include the University's diversity and accessibility statements in their syllabus.

Develop training for faculty and staff on delivering content and information on various platforms and formats to ensure equal and meaningful access.

Develop and create an inclusive pedagogy academy.

Create an online database to compile and share information about faculty and staff diversity, equity, and inclusion expertise.

Develop and implement a research initiative on justice, equity, diversity, and inclusion through faculty/staff grants.

Develop in-class review and evaluation process by an external source to ensure teaching embodies the principles of JEDI. | Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies.

From those contacts, develop a workgroup, committee, and/or team of champions.

Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals. | Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance.

Funding will be necessary to properly support the development of initiatives (some of them).

Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5. |

Sub Goal 5.1: Cultivate a sustainable, equitable, and inclusive community where all members from all backgrounds, identities, abilities, and life experiences are safe, welcomed, valued, supported, and that fosters belonging.

Measure/Metric(s) (Primary)	2024-30 Target	Benchmark	Proposed Strategies	Next Steps	Resource Needs
Data derived from a campus wide needs assessment. Data derived from a campus climate survey. Data derived from focus groups.	Increase the percentage of satisfaction and belonging in the campus community.	Data will be collected through needs assessment, campus climate survey, and focus groups to determine the next benchmark (completed every 2 years to demonstrate growth).	Reimagine and recreate the diversity/inclusion statement for the campus. Conduct an internal audit of the University's diversity and inclusion assets. Develop a needs assessment. Develop a campus climate survey tool for distribution every two (2) years. Develop campus climate focus groups to enhance the survey data. Develop a comprehensive process for responding to campus climate and bias incidents on campus. Create a campaign that encourages community members to act in ways that are congruent with the University's values and reflects an understanding of respect across differences.	Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

			Create/develop of a JEDI Advisory Council to advise and make recommendations to the President and/or Cabinet on necessary actions related to JEDI priorities at least twice a year.		
			Create and develop formal recognition related to various cultural days, awareness months, etc. (email, social media, etc.).		
			Audit and update University policies, procedures, SOPs, MOUs, to ensure they contain inclusive language.		
			Creation of a bias response team.		

Sub Goal 5.2: Implement systematic processes and protocols – grounded in inclusive excellence and equity – for regular data collection to report progress on education and scholarship, recruitment, retention and success, and campus climate.					
Measure/Metric(s) (Primary)	**2024-30 Target**	**Benchmark**	**Proposed Strategies**	**Next Steps**	**Resource Needs**
Increase the number of scholarships, recruitment, retention/success, and campus climate. Exact metric developed following assessment, survey, and focus groups.	TBD	No current benchmark data. Benchmark will be established after needs assessment, campus climate survey, and focus groups are completed.	Institute standardized assessment and evaluation processes to "tell our story" and to determine the effectiveness and direction of JEDI initiatives. Establish a communication plan and corresponding channels to connect campus community members across disciplines and departments to JEDI initiatives. Create and develop a JEDI planning guide for departments with questions and annual reporting requirements (action steps, measures of success, timeline). Develop and implement a senior leader accountability model with specific goals related to participation in JEDI training. Infuse expectations related to JEDI with an accountability model as part of PMPs and promotion/tenure process. Institute an annual "State of	Locate, contact, and reach out to campus partners who can be champions of JEDI who have interest (w/ accountability) to enact those strategies. From those contacts, develop a workgroup, committee, and/or team of champions. Together, we will lead and partner towards strategy completion, locating/identifying measures/metrics, create targets, identify benchmarks, and finalize mid-term and long-term goals.	Letter of public support from the cabinet regarding our commitment to justice, equity, diversity, and inclusion. In that communication, identify those appropriate team members and communicating expectations for partnership, collaboration, and assistance. Funding will be necessary to properly support the development of initiatives (some of them). Funding for 2-3 FTE's in the JEDI Office to maintain consistency and actualize long term goals under Priority 5.

			JEDI" Address to provide information to the campus community on the University's diversity and inclusion efforts and accomplishments. Develop annual recognition awards for programs, research efforts, faculty, staff, students, and alumni in the community doing JEDI work.		