



United Campus Ministry Center

DIVERSITY, EQUITY & INCLUSION

STRATEGIC ACTION PLAN

Adopted on February 25, 2023.

Prepared by the United Campus Ministry Center's Board of Directors and Staff

In collaboration with:

Compass Consulting Services, LLC



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OUR DEI & SOCIAL JUSTICE VISION

UCM Center's Diversity, Equity, Inclusion, and Social Justice Vision is grounded in serving our community. We strive to always be known as a warm, welcoming, and non-judgmental space for all by being responsive to the diverse needs of the community. We value partnership and collaboration, working towards common goals for the betterment of all involved. UCM helps to shape, drive and advocate for social justice issues that impact the Ohio University and Southeastern Ohio communities.

DEFINITIONS

Diversity: Diversity is a dynamic, nuanced, and complex phenomenon which encompasses a range of individual identities. Diversity is an asset, a mosaic of people, backgrounds, beliefs, styles, perspectives, and values.

Inclusion: Inclusion is the intentional act of welcoming diversity. It is the creation of an environment where all kinds of people can thrive and succeed.

Equity: Equity means removing systemic and structural barriers so that everyone has an equal opportunity to participate and be nurtured. It means that we strive to create a just culture, where each person is sincerely valued and encouraged to develop according to their abilities and needs.

Social Justice: Social Justice addresses foundational inequities that exist both systemically and in the social milieu of everyday life. As a socially just organization, we empower people to organize against an unjust system by amplifying the voices of the people who are most impacted. Social justice asks that we interrogate socially embedded systems of privilege and power so that opportunities and resources are equitably distributed.

UCM CENTER'S DEI-RELATED STATEMENTS

From the UCM Bylaws:

In keeping with UCM's mission and our Diversity, Equity, and Inclusion Vision, the Board's makeup shall be as diverse as possible with extra consideration given to race, sex, sexual orientation, gender, gender identity, gender expression, age, class, status, national origin, lived experience, and faith tradition.

From past job position postings:

United Campus Ministry is an Affirmative Action and Equal Opportunity Employer and adheres to the principles embodied by these statements. All applicants will be considered for employment with attention to qualifications and not race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, ability, age, national origin, or veteran status. UCM invites all interested individuals to apply and especially encourages Women, BIPOC, LGBTQ+ people to apply.

STRATEGIC GOALS

STRATEGIC GOAL #1 INTERNAL & WORKPLACE

Objective: *Ensure the UCM Center turns this plan in to an actionable and on-going process to make the organization the best employer it can be for all current and future employees.*

Team members: Mickey Hart, Barbara Harrison

Action Steps

Action Step # 1: Review and update all governing documents and human resources-related processes with an eye to continuity and DEI values.

Timeline: By February 28, 2023

Persons Responsible: Board Chair, Executive Director and Committee Members

Metrics: Form a committee to conduct the review by November 30, 2022.

Approve revised governing documents and procedures at the February 2023 board meeting.

Step #2: Add a DEI-related metrics to the Executive Director's evaluation (conducted by the board) and to other staff's evaluations (conducted by the Executive Director).

Timeline: By May 30, 2023

Persons Responsible: Executive Committee and Executive Director

Metrics: Review other organization's evaluation documents to develop metrics by April 30, 2023

Approve the revised evaluation documents and processes at the May 2023 board meeting.

Action Step #3: Revise DEI hiring statement to be included in all future position postings to encourage a diverse applicant pool.

Timeline: By February 28, 2023

Persons Responsible: Executive Committee and Executive Director

Metrics: Develop the statement by January 30, 2023

Approve the statement for use at the February 2023 board meeting.

Action Step #4: Establish a DEI standing committee of the whole board to keep these important issues on the Board of Directors' agenda.

Timeline: January 30, 2023 and On-Coming

Persons Responsible: Now: Board Chair & Executive Director/ Later: DEI Committee

Metric(s): Form the committee with the charge of developing a list of annual priorities by February 28, 2023.

Establish dates for the annual priorities list, quarterly reviews of the list, and annual evaluation of priority completion by April 30, 2023 and each year after.

Action Step #5: Ensure a DEI training component is part of the annual Board & Staff Retreat until this plan is revised.

Timeline: February 2023 and Annually (Fall or Spring semester)

Persons Responsible: Board Chair & DEI Committee

Metric(s): Develop a list of topics and activities prior to each retreat.

Determine what topics and approaches are most needed prior to the retreat.

Determine if the training can be conducted internally or if outside expertise is needed.

Action Step #6: Monitor and evaluate this DEI plan and revise or expand it to strengthen it as needed.

Timeline: March, August, October, and December at a Board meeting annually

Persons Responsible: DEI Committee & Executive Director

Metric(s): DEI Committee will evaluate if the goals and action steps are being met or not and report to the whole Board each March, August, October, and December.

Revise or add goals and action steps as necessary.

STRATEGIC GOAL #2 NETWORKING & PARTNERSHIPS

Objective: *Build sustainable community and campus partnerships with organizations that share mutual social justice goals*

Team members: Austin Bissell, Jessie Roberson, Barbara Harrison, Mickey Hart

Action Steps

Action Step # 1: Develop a value proposition to share with organizations when we reach out.

Timeline: By March 31, 2023

Persons Responsible: Executive Committee & Executive Director

Metric: The “value proposition” is used in 2 - 3 meetings by June 30, 2023

Action Step #2: Identify other organizations and activists with whom UCM Center has shared DEI and social justice values to explore future collaborative efforts.

Timeline: By March 31, 2023

Persons Responsible: Executive Director & Staff

Metrics: Review the suggested contacts list with the Board of Directors by February 28, 2023

Connect with at least 3 new partner organizations by April 30, 2023.

Hold a meeting at UCM Center with social justice partners and activists at UCM Center by October 31, 2023.

Action Step #4: Bring together all local organizations that provide weekly meals in our area to build community, strengthen the network, and enhance communications.

Timeline: By July 31, 2023

Persons Responsible: Executive Director and Staff

Metric: First meeting is held by July 31, 2023.

Contact information is shared and future meetings timeline is established by August 15, 2023.

STRATEGIC GOAL #3: EDUCATION & PROGRAMMING

Objective: *Inform and educate the community about social justice issues and help individuals become better aware of current issues in order to become better advocates and activists.*

Team Members: Jessie Roberson, Mickey Hart, Ari Faber

Action Steps

Action Step # 1: Seek out community leaders to serve as dedicated volunteers to help facilitate new discussion groups on a host of DEI topics to expand UCM Center's reach and impact given our small staff size. (Staff will continue to offer at least 2 such groups.)

Timeline: By July 31, 2023

Persons Responsible: Executive Director & Staff

Metrics: Make connections with at least 5 individuals by May 31, 2023.

Make connections with at least 8 individuals by June 30, 2023.

Recruit at least 3 dedicated volunteers to host discussion groups for Fall semester by July 31, 2023.

Host at least one DEI-focused discussion group during the Fall 2023 semester and at least 2 during the Spring 2024 semester.

Action Step # 2: Form a community committee of local activists and educators to explore the possibility of hosting a young activist training intensive or series.

Timeline: April 31, 2024

Persons Responsible: Executive Director & Staff

Metrics: Research to see if similar trainings are offered in other college communities and learn from them by August 31, 2023.

Make connections with potential committee members with an invitation to the narrowed-down list by November 31, 2023.

Stretch metric: Develop and host a training intensive (retreat) or series during Fall 2024 semester.

Action Step # 3: Continue to develop programs and events with an eye toward or a direct focus on DEI topics, issues, and concerns to stay current with social trends and needs.

Timeline: August 31, 2023 and ongoing thereafter.

Persons Responsible: Executive Director & Staff

Metrics: Develop an intentional and engaging series of programs prior to each semester.

Offer quick-response processing sessions as the need will unfortunately arise.

Conduct an annual review of programs and events and their DEI impact at the end of each semester and report back to the Board of Directors.

Action Step # 4: Utilize UCM Center’s social media accounts to educate about important DEI and religion-related awareness celebrations and holidays.

Timeline: December 31, 2023 and annually thereafter

Persons Responsible: Executive Director & Staff

Metrics: Determine what days/dates to recognize by March 1, 2023.

Create a series of promotional graphics to share on designated days for March through December by March 31, 2023, and the next year by December 15, 2023.

Interns or staff will revamp the series annually

STRATEGIC GOAL #4: PUBLIC RELATIONS & MARKETING

Objective: *Strengthen awareness about UCM Center, our programs, services, and community impact with a focus on media and community relations.*

Team Members: Shah Hasan, Katherine Jellison, Hans Beutner, Mickey Hart

Action Steps

Action Step # 1: Create a rapid response team and guidelines to be able to develop and release statements, to submit letters to the editor, or to host community processing events (i.e. news related to social justice or DEI topics).

Timeline: Plan created by April 31, 2023

Persons Responsible: Executive Committee & Executive Director

Metric: Establish the team and criteria by March 31, 2023. Continue to improve in the interim.

Action Step # 2: Promote the work and programs of UCM Center by taking part in tabling/exhibit events on campus and in the community (Engagement Fairs, Bobcat Student Orientation, Juneteenth, International Street Fair, Pride Celebration).

Timeline: Ongoing with a review by December 15 annually.

Persons Responsible: Executive Director & Staff

Metrics: Determine a general timeline of annual events to ensure we are in the invitation loop by March 15, 2023.

Participate in at least 6 events each year. Review by each December 15.

Book at least 2 general tabling events each semester via Nourish Athens (UCM Center's student organization). Review by each December 15.

Action Step # 3: Increase the use of UCM Center's social media accounts (Instagram and Facebook) and Community Connections (e-Newsletter) to further engagement and outreach.

Timeline: December 31, 2023 and annually after

Persons Responsible: Executive Director & Staff

Metrics: Establish publication dates and editorial content calendar for Community Connections by March 1, 2023, and annually by December 15 thereafter.

Add to the editorial calendar as needed throughout the year.

Create promotional graphics to promote each program and event prior to the start of each semester, but no later than 2 weeks prior to each event.