



**UC Blue Ash College**  
**Diversity and Inclusion Plan**  
2016-2019

## Statements from the Dean and Diversity committee members



Cady Short-Thompson, Ph.D.  
Dean, University  
Cincinnati-Blue Ash College

As Dean of the College, nothing is more important to me than leading a place where everyone -- students, staff, and faculty -- can be maximally successful and do their best work. As such, it's essential that folks feel welcome, comfortable, accepted, valued, included, and encouraged to be excellent. Diversity and inclusion are important goals for all organizations as they aspire to excellence, especially academic institutions. It's important to me that we treat one another well in all of the roles we play and demonstrate intercultural communication competence. Our college has enormous assets in its people -- we do so many things well already. I see our next steps in this diversity and inclusion work as critical in becoming an even better college. And frankly, this work will likely never be "finished." Unquestionably, we stand to gain a lot, individually and collectively, as we learn, grow, and move the college forward together.



Nicholas Castro, J.D.  
Coordinator of Hispanic and  
Latino Affairs

Access. Support. Success. These three words are at the heart of why students choose UC Blue Ash College to help them achieve their goals and dreams. Our student-centered focus fosters a welcoming and collaborative environment and our commitment to diversity, inclusion and cultural competence is unwavering. This Diversity and Inclusion Plan is a manifestation of our current commitment and our hopes for future growth and expansion of our inclusion efforts. I am proud to be a part of these efforts and hope that you will join us in making UCBA a desired destination for diverse students, faculty and staff.



Michele D. Kegley, Ph.D.  
Chair of Cultural Diversity  
Committee 2015-2016  
Associate Professor, Business  
& Economics

As a member of the faculty and the UC Blue Ash community I am proud of our efforts to strengthen diversity and inclusion initiatives across the entire UCBA population. UCBA has a history of being a very diverse college. In an effort to be leaders of change and inclusion we have launched this new Diversity and Inclusion Plan for 2016-2019. We are members of a global economy and community with a unique opportunity in education to be at the forefront of diversity and inclusion practice. We must be the change agents to build on existing strengths. Utilizing UCBA's diverse talents, experience and openness to constant improvement, we strive to be leaders in developing and practicing methods of diversity and inclusion in our classrooms, hallways and offices. These efforts will foster students who will be leaders in diversity and inclusion in their homes, workplaces and communities. I look forward to our continued development, growth and success in diversity and inclusion at UCBA.



Corrine Witherspoon, M.Ed.  
Chair of the Diversity Plan  
Task Force  
Multicultural Affairs Program  
Coordinator

The success of this plan begins with the understanding that not only are we a diverse society, but that inclusive excellence is essential. I'd like to thank everyone who contributed to the research, development and writing of the UCBA Diversity Plan. We strive to be a community built on the commitment of cultural competency. For the next three years the Cultural Diversity Committee, the Staff Representative Council, various committees, faculty, staff and students, will join together as the culmination of scholars seeking to be cultural and inclusive change agents. The pages that follow are rich with content that describe the rationale and strategies for our college diversity commitment. This is not an exhaustive list, so I thank you in advance for your support, feedback and courage.

# UCBA Diversity and Inclusion Plan 2016-2019

## Introduction

The University of Cincinnati-Blue Ash College, UCBA has developed the following diversity and inclusion plan to be implemented fall 2016 through fall 2019. The Blue Ash College Cultural Diversity Committee with the support and encouragement of the college's Dean, Dr. Cady Short-Thompson, began a discussion with the UC Chief Diversity Officer and UCBA committee members to develop a strategy to investigate these findings in more depth. In spring 2015, Make It Plain Consulting was retained to complete staff focus groups on diversity. In fall 2015, the same consulting firm continued and completed the focus groups with faculty and students. The Cultural Diversity Committee appointed a sub-committee in the fall of 2015 to develop a college diversity and inclusion plan utilizing the information from the 2014 University of Cincinnati climate survey and the 2015 Blue Ash college focus group findings. The sub-committee was comprised of faculty, staff, and student representatives to give a comprehensive perspective.

University of Cincinnati, Blue Ash College, formerly known as Raymond Walters College, opened for its first classes in September 1967. We were the first regional college in Ohio. The University of Cincinnati Board of Trustees approved the name change to UC Blue Ash College June 21, 2011 in an effort to more accurately identify the college geographically and emphasize the connection to the University. This change is an example of inclusion simply in the naming of an institution. It improves the bonds students have with the University and includes them in the UC community.

The University of Cincinnati has eleven colleges, including the regional colleges of Blue Ash and Clermont. Data from fall 2014 identifies UC Blue Ash College as the University of Cincinnati's third largest college with 5,024 students. The largest college is the College of Arts & Sciences with 8,013 students. Blue Ash College demographics include:

- Average class size is 18 students
- Average student is 23 years of age
- 58% of UCBA students are female
- 52% of UCBA enrollment is from Hamilton County
- 47% of UCBA freshmen are first generation college students
- 20% of students identified as Black/Non-Hispanic
- 3% Hispanic
- 3% Asian
- 3% Multiracial

We are considered the most diverse college at the University of Cincinnati. (Provided by UCBA Communications web facts)

Diversity efforts were identified in the University of Cincinnati 2011-2016 Five-year Diversity Plan. Following that plan a Climate Survey was administered to the university population in summer 2014. Results from this survey provided the incentive for the Cultural Diversity Committee of Blue Ash College to begin work on identifying opportunities for improvement. The strengths identified from the climate survey for faculty, staff and students stated that students, faculty and staff report a high personal understanding of and commitment to Diversity & Inclusion on campus.

Opportunities were identified as:

1. Building greater transparency and visible commitment to diversity and inclusion (D&I) from the leaders and UC as a whole, specifically goals, metrics, accountabilities, and communication
2. Increasing recruitment and retention of Underrepresented Minority (URM) faculty and faculty with disabilities
3. Addressing perception (or correcting misperception) that a focus on diversity and inclusion has resulted in “reverse discrimination”
4. Improving processes and practices for how UC handles diversity complaints

Over the last two years, current events nationally, and events at our own institution, have made the need to lead efforts in diversity and inclusion much more apparent. Communities across the country struggle with discrimination issues between the community and law enforcement. Workplaces are still dealing with lawsuits over gender, sexual orientation, equal pay, equal work, and many other forms of micro and macro aggressions leading to conflict and exclusion. This is not the environment we want to foster at our institution. We intend to take the lead by beginning efforts to track our workplace and classroom, diversity and inclusion initiatives, and develop new practices to foster a welcoming, inclusive environment.

UC Blue Ash College's core values, mission and vision are outlined below. Combining the existing plans, initiatives, task forces, committees, curricular strategies, research efforts, and learning communities, we have outlined a comprehensive plan to begin the work of diversity and inclusion planning. This plan is the beginning of the process to establish baselines for tracking, goals for development, and support for existing efforts. We will of course recognize over the course of our work opportunities for other areas and ideas that will be incorporated in future plans. We have in some areas focused on specific groups and this in no way intends to exclude others, it is our starting point. Our plan objectives seek to improve recruitment and retention of diverse students, faculty and staff. The plan provides a foundation for future plans and solid diversity and inclusion practices.

### Core Values

The faculty, staff, and students of the **University of Cincinnati Blue Ash College** work together to carry out the college's mission and vision, guided by a special set of core values that are the foundation of who we are and what we want to become.

### We value...

- The individual talents of our students, faculty, and staff.
- Student-centered teaching that challenges and inspires.
- Comprehensive education that develops critical thinking and an engaged citizenry.
- Rigorous, accredited programs of study.
- Accessible and affordable education.
- Diversity in experiences and perspectives.

- Innovative scholarship and creative works.
- Service to the broader community.

#### Mission Statement

**The University of Cincinnati Blue Ash College** provides an excellent and accessible education for students from a wide array of educational and cultural backgrounds. Our student-centered approach to teaching and comprehensive services engage students so that they can acquire the knowledge and skills needed to succeed academically, personally, and professionally. We promote innovative scholarship and creative works, free inquiry, lifelong learning, and service beyond the classroom.

#### Vision Statement

**The University of Cincinnati Blue Ash College** will be a recognized leader in providing exceptional teaching that inspires students to unlock their potential and contribute to the local and global communities.

#### Definitions

The University of Cincinnati defines diversity and inclusion as follows:

- **Inclusion**-Authentically brings traditionally excluded individuals and/or groups into processes, activities, and decision/policy making.
- **Diversity**-The wide range of national, ethnic, racial and other backgrounds of U.S. residents and immigrants as social groupings, co-existing in American culture. The term is often used to include aspects of race, ethnicity, gender, sexual orientation, class and much more.
- **URM**- Underrepresented Minority
- **D&I**- combination of Diversity and Inclusion
- **OEO**- Office of Equal Opportunity

## Executive Summary

**Goal I: *Develop and administer a UCBA Diversity Inventory to all departments, non-academic offices, and relevant committees***

### Three Year Outcomes

**Objective A:** The establishment of an annual survey to use and inform diversity and inclusion recommendations that will be provided for various UCBA departments.

**Objective B:** Host the Diversity Inventory outcomes on the Diversity webpage.

**Objective C:** Annually present data gathered from the inventory to the College in an all-College meeting, such as convocation or a separate diversity and inclusion session.

**Objective D:** Convene a meeting of all-councils, committees, forums, and departments to address priority issues such as accountability, recruitment, retention and development of faculty, staff and students.

**Goal II: *Identify strategies for increased UCBA Student Retention of underrepresented minority students to reflect the recruitment area's population.***

### Three Year Outcomes

**Objective A:** Increase retention numbers for African American first time, full-time, degree seeking students to 60% at UCBA.

**Objective B:** Incorporate selected diversity, inclusion, and leadership materials and activities in the new student/parent orientation program.

**Goal III: *Identify strategies for increased UCBA Student Recruitment of underrepresented student populations***

### Three Year Outcomes

**Objective A:** Work with the UCBA Development Director and the Grants Writer to apply for and secure funding for scholarships and programmatic support for underrepresented students at UCBA.

**Objective B:** Develop and implement recruitment strategies to increase the Hispanic/Latino student population at UCBA.

**Objective C:** Support pre-college and summer bridge programs targeting underrepresented student populations.

**Goal IV: *Identify strategies for increased recruitment of underrepresented UCBA Faculty & Staff***

### Three Year Outcomes

**Objective A:** Conduct an audit of faculty and staff demographics.

**Objective B:** Establish baseline numbers that will inform future recruitment strategies, benchmarks, and goals.

**Objective C:** Increase visibility of diversity initiatives on human resources web pages and related web pages.

**Objective D:** Increase the recruitment of diverse faculty and staff

**Goal V: *Identify strategies for increased UCBA Faculty Retention of underrepresented faculty populations***

**Three Year Outcomes**

**Objective A:** Partner with faculty development committee to evaluate faculty (internal/external) mentoring programs for effectiveness and make recommendations for opportunities. This is meant to support all faculty's growth in diversity and inclusion competency. Departments will develop and implement strategies to retain diverse faculty through the probationary period leading up to and beyond the tenure decision; retention strategies will also target non-tenure line, full-time faculty.

**Goal VI: *Identify strategies for increased UCBA Staff Retention & Development of underrepresented populations***

**Three Year Outcomes**

**Objective A:** Partner with Staff Representative Council and establish staff development curriculum related to Diversity and Inclusion initiatives and efforts, such as the Diversity Faculty & Staff Learning Community.

**Objective B:** Develop an inventory of staff development opportunities and communicate those with staff.

**Objective C:** Create staff accountability metrics for achieving diversity and inclusion initiatives related to the people, process, and culture of UCBA.

**Objective D:** Assess the current climate at UC Blue Ash College as it pertains to developing a mentoring program that includes and encourages all employees to participate.



## UCBA Diversity and Inclusion Goals and Strategies

Goal I: To develop and administer a UCBA Diversity Inventory to be completed by faculty and staff in all departments, non-academic offices, and relevant committees.

**Lead Responsibility:** Cultural Diversity Committee, Office of Institutional Research

**Description:** UCBA's commitment to the success and implementation of the Diversity Plan is firmly rooted in the ability to document, inventory, and assess current diversity and inclusion initiatives, programs, climate, policies, and procedures. As such, a Diversity Inventory shall be created and distributed college-wide in order to collect qualitative and quantitative data from faculty and staff.

### Three Year Outcomes

#### **Recommended Strategies:**

**Objective A:** The establishment of an annual survey to inform diversity and inclusion recommendations that will be provided to various UCBA departments. This will enable UCBA to proactively participate in the University-wide annual inventory requested by the UC Diversity and Inclusion office.

**Strategy 1:** The Cultural Diversity Committee will partner with the Office of Institutional Research to distribute the Diversity Inventory annually during the spring semester. Every effort should be made to distribute the survey by the end of January, if possible.

**Strategy 2:** The Diversity Inventory results shall be distributed to the members of the faculty, staff representative council, and the administrative leadership team.

**Strategy 3:** The Cultural Diversity Committee shall evaluate the content of the Diversity Inventory annually and update or edit the document accordingly. Any revisions to the Diversity Inventory must be communicated to the Office of Institutional Research for incorporation prior to its spring semester release.

**Objective B:** Host the Diversity Inventory outcomes on a UCBA web page dedicated to showcasing and disseminating diversity information.

**Strategy 1:** The Cultural Diversity Committee shall update the UCBA diversity web page to reflect the most up-to-date Diversity Inventory data reports.

**Objective C:** Annually present data gathered from the inventory to the college.

**Strategy 1:** Annually present data gathered from the inventory to the College in an all-College meeting such as convocation or a separate diversity and inclusion session.

**Strategy 2:** The Cultural Diversity Committee shall evaluate and analyze the data collected from the Diversity Inventory and communicate recommendations gleaned from that analysis to the appropriate department or division leadership for incorporation into their respective diversity best practices.

**Objective D:** Convene a meeting of all councils, forums, and departments to address priority issues such as accountability, recruitment, retention, and development of faculty, staff and students.

**Strategy 1:** The Cultural Diversity Committee will share successes and best practices gleaned from the Diversity Inventory annually when appropriate.

Goal II: UCBA will identify strategies for increased student retention of underrepresented minority students to reflect the recruitment area's population.

**Lead Responsibility:** UCBA Academic Affairs, UCBA Quality Initiative - Student Success

**Description:** University of Cincinnati, Blue Ash College will seek ways to increase student retention where appropriate and maintain current effective strategies.

### **Three Year Outcomes**

#### ***Recommended Strategies:***

**Objective A:** Increase retention numbers for African-American first time, full time, and degree seeking students from 58.4% to 60% at UCBA by 2019, resulting in no performance gaps between underrepresented students and majority students.

**Strategy 1:** Develop strategies that support our open access mission, such as retention counseling, intrusive advising, success coaching, and mentoring.

**Strategy 2:** Encourage collaboration in diversity and inclusion strategies and initiatives that benefit students of underrepresented populations across the College and university, such as College Credit Plus, lectures, workshops, student organizations, summer bridge programs, and participation in the UC Scholars Academy.

**Objective B:** Incorporate diversity, inclusion, and leadership materials and activities in the new student/parent orientation program.

**Strategy 1:** Develop a method of assessment to determine if students feel more aware/informed about the diversity climate at UCBA after participating in the new student orientation through the orientation evaluation.

Goal III: UCBA will identify strategies for increased student recruitment of underrepresented student populations to reflect the populations of surrounding counties into Blue Ash College.

**Lead Responsibility:** UCBA Office of Admission

**Description:** University of Cincinnati, Blue Ash College will identify effective methods of recruiting underrepresented students into Blue Ash College. We will be the first choice for students who are looking for an affordable quality education. We will identify ways to encourage area students to choose Blue Ash College.

### **Three Year Outcomes**

#### ***Recommended Strategies:***

**Objective A:** Work with the development director and UCBA grants writer, to seek and apply for funding of scholarships and programmatic support for underrepresented students at UCBA.

**Strategy 1:** Collaborate with service learning courses for outreach.

**Objective B:** Develop and implement recruitment strategies and increase the Hispanic/Latino student population at UCBA.

**Strategy 1:** Establish recruitment goals and targets with the Program Coordinator of Hispanic/Latino Affairs & the Admissions Office for the next 3 years.

**Strategy 2:** Identify a liaison member to the Strategic Enrollment Management- Recruitment sub-committee.

**Objective C:** UCBA will support pre-college and summer bridge programs targeting underrepresented student populations.

**Strategy 1:** Assess current summer bridge programs for their impact on students.

**Strategy 2:** Identify summer bridge program opportunities within UCBA academic departments.

**Objective D:** Develop strategies for placement tests preparation and access to Blackboard or other online tools for prospective students.

**Strategy 1:** Develop a tool to be added on UCBA website for students to take an online assessment to identify career paths which match their interests and will help them decide on a program major.

## Goal IV: University of Cincinnati Blue Ash College will identify strategies for increasing recruitment of underrepresented Faculty & Staff.

**Lead Responsibility:** Office of Human Resources, Institutional Research, and Search Committees

**Description:** University of Cincinnati, Blue Ash College will identify effective methods of recruiting faculty and staff into Blue Ash College. Our goal will be to increase strategies to attract underrepresented applicants to our college.

### Three Year Outcomes

#### *Recommended Strategies:*

**Objective A:** Conduct an audit of faculty and staff demographics.

**Strategy 1:** Send target audience (staff and faculty who have not self-identified) a request with link to self-identify in the UC Flex Employee Self Service system for Ethnicity, Gender, Race, Disability, and US Veteran Status. To be completed by December 31, 2016.

**Objective B:** Establish baseline numbers that will inform future recruitment strategies, benchmarks, and goals

**Strategy 1:** After Self-Identification Deadline (see Objective A, Strategy 1) is complete, Cultural Diversity Committee will support UCBA Human Resources and UCBA Institutional Research in the development of infographic/demographic information in the categories of gender, race, ethnicity, disability, and US veteran status for academic and administrative departments, and academic and administrative unit heads.

**Strategy 2:** Appropriate committees and resources will be consulted to establish future goals based on the actual numbers identified through Goal IV, Objective B, Strategy 1.

**Objective C:** Increase visibility of diversity initiatives on human resources (interviewing and onboarding), and related web pages.

**Strategy 1:** Increase web presence of Diversity & Inclusion Information at UC Blue Ash by placing information on the UCBA HR webpages, with links to the UCBA Diversity pages and UC Diversity pages.

**Objective D:** Increase the Recruitment of diverse faculty and staff

**Strategy 1:** UCBA HR will ensure the diversity of each search committee for all vacant positions (Faculty, Staff, and Administration) and mandate OEO meetings with UCBA HR before beginning each search (Faculty, Staff, and Administration).

**Strategy 2:** Advertise openings for faculty, staff, and administrative positions in publications targeted to diverse populations. Expand the applicant pools by expanding and keeping stronger ties with minority groups. This can be achieved by advertising in national magazines, journals, and websites read by minority groups.

**Strategy 3:** When possible, seek support of the Dean to consider the utilization of Strategic Hiring Opportunity and Dual Career Assistance Programs through the UC Office of the Provost.

Goal V: The University of Cincinnati Blue Ash College will retain and promote an increased number of historically underrepresented and other diverse tenure-track and full-time faculty.

**Lead Responsibility:** Office of Human Resources and Search Committees

**Description:** University of Cincinnati, Blue Ash College will identify effective methods of retaining and promoting diverse and underrepresented faculty at Blue Ash College. In three years, UC Blue Ash College will strive to increase retention of diverse faculty.

### **Three Year Outcomes**

#### ***Recommended Strategies:***

**Objective A:** Partner with faculty development committee and evaluate faculty (internal/external) mentoring programs for effectiveness and make recommendations for opportunities. This is meant to support all faculty's growth in diversity and inclusion competency. Departments will develop and implement strategies to retain diverse faculty through the probationary period leading up to and beyond the tenure decision; retention strategies will also target non-tenure line, full-time faculty.

**Strategy 1:** Evaluate faculty (departmental/college) mentoring programs for perceptions of effectiveness and make recommendations for improvement.

**Strategy 2:** Continue to offer the Diversity Faculty & Staff Learning Community and develop a diversity and cultural competency training for faculty and staff that aligns with the UC/UCBA diversity plans, in order to improve the diversity climate at the College.

**Strategy 3:** Identify diversity and inclusion metrics, locate resources, and identify goals that would aid faculty in the development of initiatives related to the people, processes, and culture of UCBA.

*Goal VI: University of Cincinnati Blue Ash College will identify strategies for increasing staff retention & development of underrepresented populations*

**Lead Responsibility:** Office of Human Resources, academic, and administrative departments.

**Description:** University of Cincinnati, Blue Ash College will identify effective methods of retaining and promoting diverse and underrepresented staff at Blue Ash College.

**Three Year Outcomes**

**Recommended Strategies:**

**Objective A:** Establish a staff development diversity and inclusion curriculum.

**Strategy 1:** Staff Development Learning Community [Subcommittee of Staff Representative Council] will work to pilot a workshop series and develop learning communities around those workshops.

**Strategy 2:** UCBA Human Resources will provide access to on-line Web-based training in five professional development categories: Management Skills, Team-Work Skills, Communication Skills, Handling Personality Differences and Conflict, and Self-Improvement.

**Strategy 3:** Create a mechanism to seek needed training on specific topics, themes, and skills from staff.

**Objective B:** Develop an inventory of staff development opportunities and communicate those with staff.

**Strategy 1:** An inventory of Staff Development Opportunities will be posted on the Training and Development section of the UCBA HR website.

**Strategy 2:** Communication of Staff Development Opportunities will be provided to staff via Staff Representative Council, UCBA HR, Academic Unit Heads, and Administrative Department Heads

**Strategy 3:** Communication regarding UC Clifton Training and Development Opportunities will come from UCBA HR Department.

**Objective C:** Identify staff accountability metrics for achieving diversity and inclusion initiatives related to the people, processes, and culture of UCBA.

**Strategy 1:** Work with UCBA IT to anonymously track Unrepresented Staff Performance Evaluation Indicator 4.4, specifically related to “employee support of an inclusive and diverse environment where differences are valued” to gather baseline numbers.

**Strategy 2:** Require all unrepresented staff to set a professional development goal focused on diversity and inclusion annually during the Performance Review process.

**Strategy 3:** Encourage and reward participation in Diversity Faculty & Staff Learning Communities.

**Objective D:** Assess the current climate at UC Blue Ash College as it pertains to developing a mentoring program that includes and encourages all employees to participate.

**Strategy 1:** Research models of Staff Mentoring Programs to determine what might work best for our college.

**Strategy 2:** Conduct survey of current staff to learn more about the various needs of employees that would participate in the mentoring program as well as needs of new staff.

## Sources:

### UCBA

- SWOT Analysis Results 2015
- Summary Report: UCBA Student, Staff & Faculty Focus Groups Spring 15-Fall 2015
- UCBA Strategic Plan Jan-Feb 2013

### University of Cincinnati

- Enrollment Report 15F DW '+16'
- '+16' th day Fall to Fall Retention by Ethnicity Report 9-8-15
- [Diversity Report 2011-2013](#)
- Diversity & Inclusion Survey Spring 14

## Diversity Plan Task Force Membership 2015-2015

### Chair

- Corrine Witherspoon, Multicultural Affairs Coordinator, Student Life & Engagement

### Members

- Linda Burch, Sr. Human Resources Coordinator
- Nicholas Castro, Hispanic/Latino Affairs Coordinator, Student Life & Engagement
- Mwangi (Alex) Chege, PhD Assistant Professor, English & Communications
- Michele D. Kegley, PhD Associate Professor, Business & Economics
- Lacey McCarthy, Sr. Accountant, Business Affairs (Staff Representative Council Liaison)
- Marissa Oehlhof, PhD Assistant Professor, Behavioral Sciences
- Maria Ortiz, PhD Assistant Professor, Foreign Language



## UCBA Diversity and Inclusion Goals and Strategies

### Goal 1

To develop and administer a UCBA Diversity Inventory to be completed by faculty and staff in all departments, non-academic offices, and relevant committees

#### Three Year Outcomes

Lead Responsibility	Description	Objective A	Objective B	Objective C	Objective D
Cultural Diversity Committee, Office of Institutional Research	UCBA's commitment to the success and implementation of the Diversity Plan is firmly rooted in the ability to document, inventory, and assess current diversity and inclusion initiatives, programs, climate, policies, and procedures. As such, a Diversity Inventory shall be created and distributed college-wide in order to collect	<p><b>Objective A:</b> The establishment of an annual survey to inform diversity and inclusion recommendations that will be provided to various UCBA departments. This will enable UCBA to proactively participate in the University-wide annual inventory requested by the UC Diversity and Inclusion office.</p> <p><b>Strategy 1:</b> The Cultural Diversity Committee will partner with the Office of Institutional Research to distribute the Diversity Inventory annually during the spring semester. Every effort should be made to distribute the survey by the end of January, if possible.</p> <p><b>Strategy 2:</b> The Diversity Inventory results shall be distributed to the members of the faculty, staff representative council, and the administrative leadership team.</p> <p><b>Strategy 3:</b> The Cultural Diversity Committee shall evaluate the content of the Diversity Inventory annually and update or edit the document accordingly. Any revisions to the Diversity Inventory must be communicated to the Office of Institutional Research for incorporation prior to its spring semester release.</p>	<p><b>Objective B:</b> Host the Diversity Inventory outcomes on a UCBA web page dedicated to showcasing and disseminating diversity information.</p> <p><b>Strategy 1:</b> The Cultural Diversity Committee shall update the UCBA diversity web page to reflect the most up-to-date Diversity Inventory data reports.</p>	<p><b>Objective C:</b> Annually present data gathered from the inventory to the college.</p> <p><b>Strategy 1:</b> Annually present data gathered from the inventory to the College in an all-College meeting such as convocation or a separate diversity and inclusion session.</p> <p><b>Strategy 2:</b> The Cultural Diversity Committee shall evaluate and analyze the data collected from the Diversity Inventory and communicate recommendations gleaned from that analysis to the appropriate department or division leadership for incorporation into their respective diversity best practices.</p>	<p><b>Objective D:</b> Convene a meeting of all councils, forums, and departments to address priority issues such as accountability, recruitment, retention, and development of faculty, staff and students.</p> <p><b>Strategy 1:</b> The Cultural Diversity Committee will share successes and best practices gleaned from the Diversity Inventory annually when appropriate.</p>

## UCBA Diversity and Inclusion Goals and Strategies

### Goal 2

UCBA will identify strategies for increased student retention of underrepresented minority students to reflect the recruitment area's population.

### Three Year Outcomes

#### Lead Responsibility

UCBA Academic Affairs, UCBA Quality Initiative - Student Success

#### Description

University of Cincinnati, Blue Ash College will seek ways to increase student retention where appropriate and maintain current effective strategies

#### Objective A

**Objective A:** Increase retention numbers for African-American first time, full time, and degree seeking students from 58.4% to 60% at UCBA by 2019, resulting in no performance gaps between underrepresented students and majority students.

**Strategy 1:** Develop strategies that support our open access mission, such as retention counseling, intrusive advising, success coaching, and mentoring.

**Strategy 2:** Encourage collaboration in diversity and inclusion strategies and initiatives that benefit students of underrepresented populations across the College and university, such as College Credit Plus, lectures, workshops, student organizations, summer bridge programs, and participation in the UC Scholars Academy.

#### Objective B

**Objective B:** Incorporate diversity, inclusion, and leadership materials and activities in the new student/parent orientation program.

**Strategy 1:** Develop a method of assessment to determine if students feel more aware/informed about the diversity climate at UCBA after participating in the new student orientation through the orientation evaluation.

## UCBA Diversity and Inclusion Goals and Strategies

### Goal 3

UCBA will identify strategies for increased student recruitment of underrepresented student populations to reflect the populations of surrounding counties into Blue Ash College.

#### Three Year Outcomes

##### Lead Responsibility

UCBA Office of Admission

##### Description

University of Cincinnati, Blue Ash College will identify effective methods of recruiting underrepresented students into Blue Ash College. We will be the first choice for students who are looking for an affordable quality education. We will identify ways to encourage area students to choose Blue Ash College.

##### Objective A

**Objective A:** Work with the development director and UCBA grants writer, to seek and apply for funding of scholarships and programmatic support for underrepresented students at UCBA.

##### Objective B

**Objective B:** Develop and implement recruitment strategies and increase the Hispanic/Latino student population at UCBA.

##### Objective C

**Objective C:** UCBA will support pre-college and summer bridge programs targeting underrepresented student populations.

##### Objective D

**Objective D:** Develop strategies for placement tests preparation and access to Blackboard or other online tools for prospective students.

**Strategy 1:** Collaborate with service learning courses for outreach.

**Strategy 1:** Establish recruitment goals and targets with the Program Coordinator of Hispanic/Latino Affairs & the Admissions Office for the next 3 years.

**Strategy 1:** Assess current summer bridge programs for their impact on students.

**Strategy 1:** Develop a tool to be added on UCBA website for students to take an online assessment to identify career paths which match their interests and will help them decide on a program major.

**Strategy 2:** Identify a liaison member to the Strategic Enrollment Management-Recruitment sub-committee.

**Strategy 2:** Identify summer bridge program opportunities within UCBA academic departments.

**UCBA Diversity and Inclusion Goals and Strategies**

**Goal 4**

University of Cincinnati Blue Ash College will identify strategies for increasing recruitment of underrepresented Faculty & Staff.

**Three Year Outcomes**

Lead Responsibility	Description	Objective A	Objective B	Objective C	Objective D
Office of Human Resources, Institutional Research, and Search Committees	University of Cincinnati, Blue Ash College will identify effective methods of recruiting faculty and staff into Blue Ash College. Our goal will be to increase strategies to attract underrepresented applicants to our college.	<b>Objective A:</b> Conduct an audit of faculty and staff demographics.	<b>Objective B:</b> Establish baseline numbers that will inform future recruitment strategies, benchmarks, and goals	<b>Objective C:</b> Increase visibility of diversity initiatives on human resources (interviewing and onboarding), and related web pages.	<b>Objective D:</b> Increase the Recruitment of diverse faculty and staff

**Strategy 1:** Send target audience (staff and faculty who have not self-identified) a request with link to self-identify in the UC Flex Employee Self Service system for Ethnicity, Gender, Race, Disability, and US Veteran Status. To be completed by December 31, 2016.

**Strategy 1:** After Self-Identification Deadline (see Objective A, Strategy 1) is complete, Cultural Diversity Committee will support UCBA Human Resources and UCBA Institutional Research in the development of infographic/demographic information in the categories of gender, race, ethnicity, disability, and US veteran status for academic and administrative departments, and academic and administrative unit heads.

**Strategy 2:** Appropriate committees and resources will be consulted to establish future goals based on the actual numbers identified through Goal IV, Objective B, Strategy 1.

**Strategy 1:** Increase web presence of Diversity & Inclusion Information at UC Blue Ash by placing information on the UCBA HR webpages, with links to the UCBA Diversity pages and UC Diversity pages

**Strategy 1:** UCBA HR will ensure the diversity of each search committee for all vacant positions (Faculty, Staff, and Administration) and mandate OEO meetings with UCBA HR before beginning each search (Faculty, Staff, and Administration).

**Strategy 2:** Advertise openings for faculty, staff, and administrative positions in publications targeted to diverse populations. Expand the applicant pools by expanding and keeping stronger ties with minority groups. This can be achieved by advertising in national magazines, journals, and websites read by minority groups.

**Strategy 3:** When possible, seek support of the Dean to consider the utilization of Strategic Hiring Opportunity and Dual Career Assistance Programs through the UC Office of the Provost.

## UCBA Diversity and Inclusion Goals and Strategies

### Goal 3

The University of Cincinnati Blue Ash College will retain and promote an increased number of historically underrepresented and other diverse tenure-track and full-time faculty.

### Three Year Outcomes

Lead Responsibility	Description	Objective A
Office of Human Resources and Search Committees	University of Cincinnati, Blue Ash College will identify effective methods of retaining and promoting diverse and underrepresented faculty at Blue Ash College. In three years, UC Blue Ash College will strive to increase retention of diverse faculty.	<p><b>Objective A:</b> Partner with faculty development committee and evaluate faculty (internal/external) mentoring programs for effectiveness and make recommendations for opportunities. This is meant to support all faculty's growth in diversity and inclusion competency. Departments will develop and implement strategies to retain diverse faculty through the probationary period leading up to and beyond the tenure decision; retention strategies will also target non-tenure line, full-time faculty.</p> <p><b>Strategy 1:</b> Evaluate faculty (departmental/college) mentoring programs for perceptions of effectiveness and make recommendations for improvement.</p> <p><b>Strategy 2:</b> Continue to offer the Diversity Faculty &amp; Staff Learning Community and develop a diversity and cultural competency training for faculty and staff that aligns with the UC/UCBA diversity plans, in order to improve the diversity climate at the College.</p> <p><b>Strategy 3:</b> Identify diversity and inclusion metrics, locate resources, and identify goals that would aid faculty in the development of initiatives related to the people, processes, and culture of UCBA.</p>

## UCBA Diversity and Inclusion Goals and Strategies

### Goal 3

*University of Cincinnati Blue Ash College will identify strategies for increasing staff retention & development of underrepresented populations*

#### Three Year Outcomes

Lead Responsibility	Description	Objective A	Objective B	Objective C	Objective D
Office of Human Resources, academic, and administrative departments.	University of Cincinnati, Blue Ash College will identify effective methods of retaining and promoting diverse and underrepresented	<p><b>Objective A:</b> Establish a staff development diversity and inclusion curriculum.</p> <p><b>Strategy 1:</b> Staff Development Learning Community [Subcommittee of Staff Representative Council] will work to pilot a workshop series and develop learning communities around those workshops.</p> <p><b>Strategy 2:</b> UCBA Human Resources will provide access to on-line Web-based training in five professional development categories: Management Skills, Team-Work Skills, Communication Skills, Handling Personality Differences and Conflict, and Self-Improvement.</p> <p><b>Strategy 3:</b> Create a mechanism to seek needed training on specific topics, themes, and skills from staff.</p>	<p><b>Objective B:</b> Develop an inventory of staff development opportunities and communicate those with staff.</p> <p><b>Strategy 1:</b> An inventory of Staff Development Opportunities will be posted on the Training and Development section of the UCBA HR website.</p> <p><b>Strategy 2:</b> Communication of Staff Development Opportunities will be provided to staff via Staff Representative Council, UCBA HR, Academic Unit Heads, and Administrative Department Heads</p> <p><b>Strategy 3:</b> Communication regarding UC Clifton Training and Development Opportunities will come from UCBA HR Department.</p>	<p><b>Objective C:</b> Identify staff accountability metrics for achieving diversity and inclusion initiatives related to the people, processes, and culture of UCBA.</p> <p><b>Strategy 1:</b> Work with UCBA IT to anonymously track Unrepresented Staff Performance Evaluation Indicator 4.4, specifically related to “employee support of an inclusive and diverse environment where differences are valued” to gather baseline numbers.</p> <p><b>Strategy 2:</b> Require all unrepresented staff to set a professional development goal focused on diversity and inclusion annually during the Performance Review process.</p> <p><b>Strategy 3:</b> Encourage and reward participation in Diversity Faculty &amp; Staff Learning Communities.</p>	<p><b>Objective D:</b> Assess the current climate at UC Blue Ash College as it pertains to developing a mentoring program that includes and encourages all employees to participate.</p> <p><b>Strategy 1:</b> Research models of Staff Mentoring Programs to determine what might work best for our college.</p> <p><b>Strategy 2:</b> Conduct survey of current staff to learn more about the various needs of employees that would participate in the mentoring program as well as needs of new staff.</p>