

PLAN PURPOSE

The Sisters of Mercy continue to meet the needs of our time by focusing on the Critical Concerns of immigration, racism, non-violence, earth, and women. In this light, we find purpose in acknowledging social injustices to create a sense of belonging for all at Mount Mercy University. This document and the actions within it are a catalyst for reflection, creation, and action on campus and in our community. We will accomplish this by continuing to reflect our Catholic heritage to uphold the inherent dignity and worth of all people through our values of life-long learning and education of the whole person, pursuit of truth and dignity, commitment to students, justice, gratitude, hospitality, and service.

MEASURING SUCCESS

1. Increase the recruitment, engagement, and retention of non-majority students.
2. Hire, train, and retain an employee base that proportionately represents our student body and the changing societal demographics.
3. Increase the diversity of the leadership positions on campus, including cabinet and trusteeship.

COMMUNITY PARTNERS & STUDENT EXPERIENTIAL LEARNING

The Academy for Scholastic and Personal Success | Co-curricular solutions to achievement gap among Black-identified students
African American Museum of Iowa | Cultural intersections and the community impact
Catherine McAuley Center | Refugee community and “welcoming culture”
Cedar Rapids Community School District | Intercultural competency assessment and improvement
City of Cedar Rapids Civil Rights Commission | Discrimination policy analysis and Iowa history
National Association for the Advancement of Colored People (NAACP) | Current projects and approaches for Gen Z
United Way of East Central Iowa | Decision-making in philanthropy

BIAS POLICY

We are committed to ensuring that our campus community is a safe place where all students thrive. Therefore, our policy is to robustly safeguard our mission, values, and inclusion statement throughout our campus, which includes our faculty, staff, student body, and invited guests. There is zero tolerance for any acts of aggression, discrimination, name-calling, or prejudice—particularly against any person who is a member of any group that has systematically experienced oppression, discrimination, or violence due to social inequities.

GLOBAL IMPACT



1330 Elmhurst Drive NE
Cedar Rapids, IA 52402
319-363-8213 | mtmercy.edu

MOUNT MERCY UNIVERSITY

DIVERSITY, EQUITY, & INCLUSIVITY STRATEGIC ACTION PLAN (FY21–FY23)

ALIGNING MISSION AND GOALS

- **Reflect:** To reflect our Catholic heritage and, in the spirit of the Sisters of Mercy, ensure that we uphold a culture of belonging, cultural awareness, and social justice.
- **Engage:** To be positioned to support, engage, and welcome a more diverse student and employee population that aligns with changing demographic trends.
- **Serve:** To complete a comprehensive institutional review of policies, practices, and overall climate to discover where both overt and subtle barriers to full inclusion and belonging need to be addressed.
- **Promote:** To share with our community the steps students, employees, and other stakeholders are responsible for taking in order to create a diverse, equitable, and inclusive community.

INCLUSIVITY STATEMENT

As a Catholic Mercy institution of higher education, we uphold the inherent dignity and worth of all people. In accordance with our mission and Mercy values, we cultivate inclusivity and foster diversity that supports human well-being. We affirm all people as persons, whatever their age, race, ethnicity, sex, gender, sexual orientation, socioeconomic class, immigration status, nationality, religion, ability, or any other identity. We denounce all acts of hatred and seek to build equity for all.





USING REFLECTIVE JUDGMENT

- **DEVELOP AND CONDUCT FACE-TO-FACE STUDENT AND EMPLOYEE SURVEYS** ⁺
- **REVIEW STUDENT ACTIVITIES WITH DIVERSITY, EQUITY, AND INCLUSION COMMITTEE (DEIC) TO IDENTIFY BEST PRACTICES IN CREATING A SENSE OF BELONGING** [▲]
- **REVIEW CONDUCT PROCESS TO BE ABLE TO INTEGRATE RESTORATIVE JUSTICE PRACTICES WITHIN A CATHOLIC CONTEXT**
 - Identify best practices to accept/acknowledge behaviors, repair the harm, and rebuild trust
 - Implement elements of restorative justice within the Good Book (FY22)
- **IMPLEMENT BIAS-REPORTING PROCESS FOR STUDENTS AND EMPLOYEES**
 - Review and report actions taken related to bias-reporting to inform any needed policy changes ⁺



ENGAGING IN STRATEGIC COMMUNICATION

- **IMPLEMENT CULTURE AND EQUITY TRAINING FOR ALL STUDENTS/EMPLOYEES THROUGH DEIC/CENTER FOR INNOVATION AND TEACHER LEARNING (CITL) (FY23)**
- **IMPLEMENT BEST PRACTICES FOR STUDENT AND EMPLOYEE TRAINING THROUGH THE OFFICE OF STUDENT SUCCESS AND CITL**
 - Review current practices and advise/assess
 - Implement diversity goals within performance appraisal/management system
- **DEVELOP AND IMPLEMENT CO-CURRICULAR ACTIVITIES FOCUSED ON DIVERSE IDENTITY GROUPS** [▲]
 - Partner with Student Government Association (SGA) to create civil discourse framework and schedule [▲]
- **ENHANCE CULTURAL AWARENESS AND PRACTICE ACROSS DEPARTMENTS**
 - Implement Intercultural Development Inventory (IDI) assessment for employees ⁺ (FY23)
 - Introduce student cultural map to campus community ⁺ (FY23)
 - Continue student feedback survey ⁺
 - Assess overall impact of training practices ⁺



SERVING THE COMMON GOOD

- **IMPLEMENT BEST PRACTICES TO ADDRESS SYSTEMIC SOCIAL INJUSTICES FOR UNDERREPRESENTED POPULATIONS IN AND OUTSIDE OF THE CLASSROOM**
 - Partner with DEIC to identify and implement tools for faculty to utilize; focus on portal courses
 - Enhance CITL training for all faculty [▲]
- **IDENTIFY PROGRAMS TO SERVE CHANGING STUDENT DEMOGRAPHICS**
 - Explore resources to support English as a Second Language (ESL) and English Language Learning (ELL) programs (FY23)
 - Implement continuing education courses and social issue curriculum within undergraduate and graduate programs (FY22)
 - Work with community and administer evaluations
- **IDENTIFY EXPERIENTIAL LEARNING OPPORTUNITIES FOR STUDENTS IN SOCIAL JUSTICE RESEARCH WITH LOCAL ORGANIZATIONS (FY21)**
 - Build internship agreements with 4-6 local organizations for students by FY22



PROMOTING PURPOSEFUL LIVING

- **INCREASE REPRESENTATION OF UNDERREPRESENTED POPULATIONS IN LEADERSHIP ROLES ON CAMPUS**
 - Include DEIC member on all hiring committees (FY21)
 - Identify best practices in job description creation, posting, and advising (FY22)
 - Invest in posting job positions on various diverse identity job boards (FY22)
- **IMPROVE/CREATE SPACES AND PLACES FOR VARIOUS STUDENT IDENTITY GROUPS ON CAMPUS**
 - Create a multicultural space on campus (FY22)
 - Create and communicate bias reporting process and training [•]
 - Improve engagement of current interest/identity groups
 - Identify and create additional interest/identity groups
- **CREATE EMPLOYEE RESOURCE GROUPS**
 - Create opportunities for interest/identity groups to gather
 - Conduct employee satisfaction surveys ⁺

LEGEND:

annual review ⁺

each semester [▲]

each month [•]