



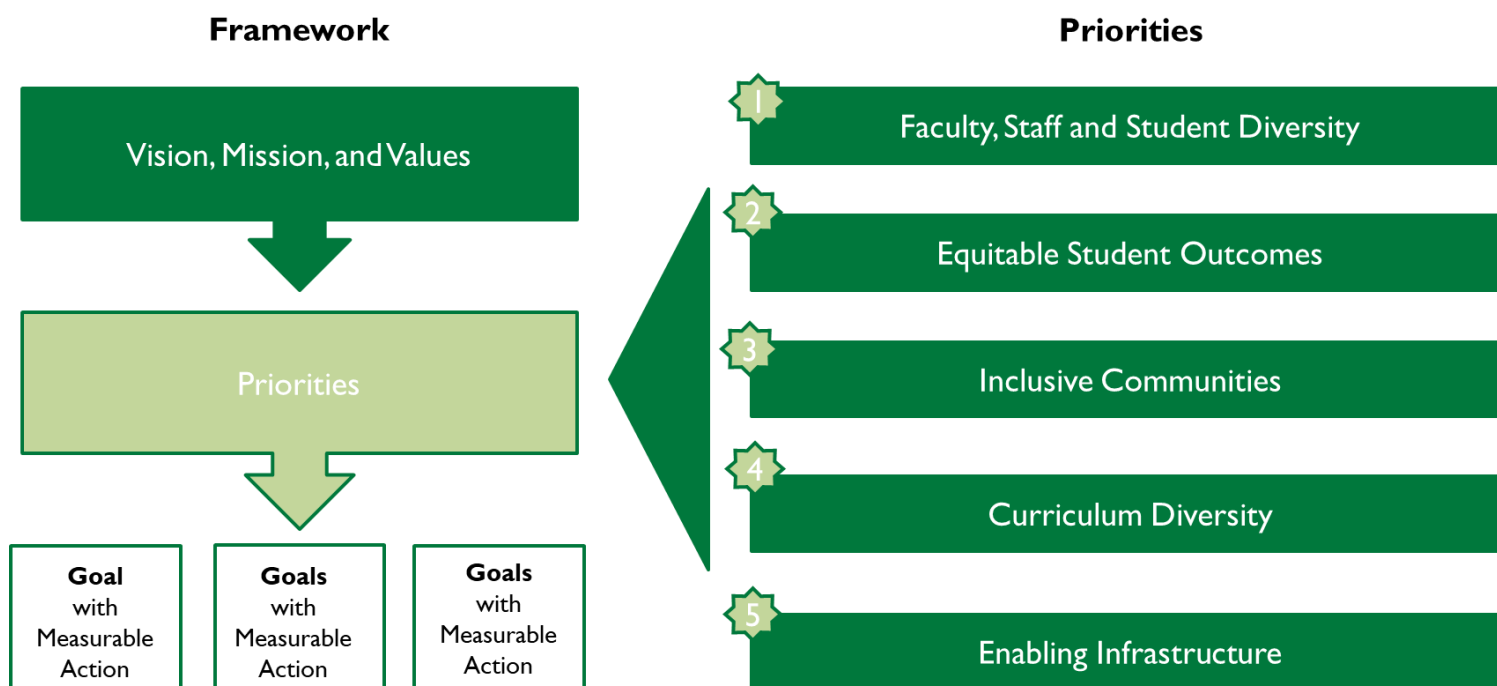
COMMUNITY COLLEGE

OF RHODE ISLAND

**OFFICE OF ORGANIZATIONAL DEVELOPMENT &
DIVERSITY, EQUITY AND INCLUSION
2-YEAR JEDI-B ACTION PLAN
Stakeholders and KPIs**

The Justice, Equity, Diversity, Inclusion and Belonging (JEDI-B) action plan is a critical component of fostering a workplace culture that values and respects the unique backgrounds, perspectives, and contributions of all individuals. It is a 2-year plan that directly aligns to the mission and strategic goals of the institution. It is a framework that communicates our vision, mission and priorities to ensure representation, build a sense of belonging and close equity gaps for our students and employees.

CCRI JEDI-B Strategic Framework & Priorities



Mission and Vision

Vision - Endeavor to be a model in higher education for partnering across the CCRI community to build inclusive excellence

Mission - Create a culture of equity-mindfulness that eliminates barriers and champions successful outcomes for all community members, regardless of one's identity

VALUES	DESCRIPTION
Accountability	The CCRI community is responsible for advancing Justice, Equity, Diversity, Inclusion and Belonging (JEDI-B) resources and initiatives on all campuses.
Respect	The CCRI community embraces the different backgrounds, cultures and experiences, we each represent, with integrity.
Transparency	At CCRI we openly and routinely assess, support and report on all JEDI-B matters across the CCRI community.
Excellence	The CCRI community will strive for operational, organizational and inclusive excellence, acting as innovators in all JEDI-B matters, and work towards goal-oriented results.
Involvement	CCRI community participation to meet the needs of the college to accomplish JEDI-B action plan goals.

Priority 1 – Faculty, Staff and Student Diversity (CCRI Strategic Plan – Goal 3, Strategy A)

Priority Area Details

- **Hiring, Retention, and Promotion** – Implement safeguards for the institution that promotes equitable processes and eliminates discriminatory practices in hiring, retention, and promotion decisions.

- **Education/Training/Employee Development** – provide anti-racism training and professional development opportunities to the students, faculty, staff, and the broader community

JEDI-B Goals:	<ol style="list-style-type: none"> 1. Establish quarterly cultural and sustainable trainings for new hires and incumbents, by 2024 2. Increase transparency of workforce disaggregated data related to new hires, promotions, terminations and retention
Action Items:	<ol style="list-style-type: none"> a) Create an equity statement for all job postings and search committees b) Build a recruiting strategy to increase feeder pool locations including local organizations and networks c) Build a JEDI-B curriculum that provides practical concepts and resources for building inclusive excellence d) Build a strategy to sustain Hispanic Serving Institution (HSI) status, and build capabilities to increase belonging and engagement of Hispanic students and employees e) Implement exit interviews to learn why employees are leaving and to build retention strategies f) Create a public dashboard that highlights disaggregated data for employee activity (hires, terms, promotions and tenure)
Activity Support by Level	<ul style="list-style-type: none"> ▪ College President and Senior Leadership Team (SLT) <ul style="list-style-type: none"> ○ Advocates for OPC appointments so the members are balanced and reflect the diverse composition of the people of the State. ○ Division Leaders partner with subject matter experts to develop and recommend high level outcomes and evidence-based strategies including disaggregated measurable goals, performance indicators, and timelines to increase recruitment, retention, and promotion of staff ○ Partner with strategic partners (internally and externally) to ensure an equitable process remains a priority within the recruitment, retention, and promotion of diverse staff

	<ul style="list-style-type: none"> ▪ Leaders and Managers (hiring managers, hiring committee members, team leaders, etc.) <ul style="list-style-type: none"> ○ Expand networks to share opportunities that could help increase the talent pool of candidates ○ Advocate for diverse slate of candidates for all open positions ○ Confirm the job description matches the experience and competencies for the role ○ Work with HR to ensure an equitable approach to offers and pay increases ○ Check-in with your team on how valued they feel in their role, and on your team ○ Work with HR to set engagement goals to support creating inclusive spaces within your department ○ Encourage and support team development of competencies within JEDI-B practices ○ Review data reports and determine engagement activity based on findings ▪ All Employees <ul style="list-style-type: none"> ○ Join/start an ERG that could assist with recruiting strategies to help close equity gaps ○ Deepen knowledge on JEDI-B practices by participating in trainings and development opportunities offered throughout the year ○ Participate on DEI committees within Staff Assembly or Faculty Senate to share open positions and encourage members to share externally ○ Expand networks to share opportunities that could help increase talent pool of candidates ○ Share your experience with HR and/or the Office of OD and DEI
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Priority 1 – Stakeholders and KPIs

Key Performance Indicators	Strategic Partners	Strategic Plan Alignment	How to operationalize at each level of CCRI Community?
<ul style="list-style-type: none"> ▪ Recruiting service reports ▪ Quarterly hiring, retention and job grade change reports 	<ul style="list-style-type: none"> ▪ SLT ▪ Talent Acquisition ▪ Search committees 	<ul style="list-style-type: none"> ▪ Goal 3 ▪ Strategy A 	<ul style="list-style-type: none"> ▪ SLT/OPC ▪ Middle Managers ▪ Non-managers

Key Performance Indicators	Strategic Partners	Strategic Plan Alignment	How to operationalize at each level of CCRI Community?
<ul style="list-style-type: none"> ▪ Exit interview reports ▪ Performance evaluation forms ▪ NSO surveys ▪ DEI event registration reports 	<ul style="list-style-type: none"> ▪ Hiring manager ▪ Finance 		<ul style="list-style-type: none"> ▪ External partners

Priority 2 – Equitable Student Outcomes (CCRI Strategic Plan – Goal 1, Strategy A)

Priority Area Details

- **Academic Equity and Student Success** - Create equitable systems that promote academic equity and student success for underserved students inside and outside of the classroom.
- **Admissions and Access** - Use anti-racism strategies to increase admissions, access, pathways and transfer of students to institutions of higher education.

JEDI-B Goals:	<ol style="list-style-type: none"> 1. Build an entrepreneur initiative that offers students another pathway to socioeconomic success, by 2025 2. Scale process to create transparency in reporting disaggregated student outcome data, by 2025 3. Create JEDI-B overview for new student orientation by Fall, 2024
Action Items:	<ol style="list-style-type: none"> a. Create a student entrepreneurship pathway and program b. Create a public dashboard that highlights student outcomes c. Build a learning module that focuses on belonging as a student using Comevo
Activity Support by Level	<ul style="list-style-type: none"> ▪ College President and Senior Leadership Team (SLT) <ul style="list-style-type: none"> ○ Review and continually elevate existing practices, assessment data and student survey data to improve student outcomes that demonstrate evidence of impact and progress. The review should include student performance data and research literature to identify critical student loss points. ○ Develop an outcome and evidence-based strategy with disaggregated measurable goals, performance indicators, and timelines to improve student outcomes, close performance gaps between student populations and other appropriate forms of measurement to set goals and evaluate progress. ○ Implement tailored strategies to improve equity outcomes for students on their respective campuses. ○ Become a sponsor to an affinity group, or student initiative to foster a connection between administration and students. ▪ Leaders and Managers (Deans, Associate Deans, Dept chairs, etc.) <ul style="list-style-type: none"> ○ Partner with student groups and services on college-wide initiatives that support student success.

	<ul style="list-style-type: none"> ○ Build intentional and explicit time to develop rapport with student groups to learn and identify how you can support their success. ○ Leverage data on student success within team meetings to prioritize efforts and to identify development opportunities for the team ▪ All Employees <ul style="list-style-type: none"> ○ Participate in student activity to enhance support for their success ○ Share feedback or experiences shared by students to leaders for the appropriate action planning ○ Commit to engaging with students throughout the campus to assist with campus or service navigation ○ Raise concerns, wins and opportunities to your leader for action planning and recognition
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Priority 2 – Stakeholders and KPIs

Key Performance Indicators	Strategic Partners	Strategic Plan Alignment	How to operationalize at each level of CCRI Community?
<ul style="list-style-type: none"> ▪ SEI tracking and survey reports ▪ Affinity group tracking reports ▪ Student persistence/retention reports ▪ New student orientation survey (new – partner with Student Affairs) 	<ul style="list-style-type: none"> ▪ SLT ▪ Academic Affairs ▪ Student Success 	<ul style="list-style-type: none"> ▪ Goal 1 ▪ Strategy A 	<ul style="list-style-type: none"> ▪ SLT/OPC ▪ Middle Managers ▪ Non-managers ▪ External partners

Priority 3 – Inclusive Communities (CCRI Strategic Plan – Goal 3, Strategy A & B)

Priority Area Details

- **Institutional** - Create equitable systems by identifying and eliminating structural barriers within the institution that prevent access to education.
- **Resource Allocation** – Audit to see how the institution allocates resources with an equity lens to ensure that the overall spent is in alignment with anti-racism practices.
- **Campus Climate/Culture** - Illuminate and address inequitable conditions (policies and practices relating to both institutional and interpersonal interactions) that affect the well-being of all members of the campus community

JEDI-B Goals:	<ol style="list-style-type: none"> 1. Establish a framework that promotes inclusive excellence through competency building and shared goals by 2024 2. Execute (3) events that show appreciation and celebrates the diversity of the community and dedicated community within each academic year 3. Implement a bi-annual campus climate survey program for the entire community by mid-2024
Action Items:	<ol style="list-style-type: none"> a. Create Diversity Advisory Taskforce (DAT 2.0) to collaborate on JEDI-B matters and collaborate on shared goals for CCRI that is data and outcomes driven b. Build out a professional development platform for self-pace and targeted trainings on JEDI-B practices c. Execute Professional Development Day, Service Awards and Equity and Inclusion Summit annually to improve colleague engagement and retention. d. Create an Equity & Inclusion recognition award and application process to highlight inclusive excellence at CCRI (Fellows and CTE) e. Create campus climate survey team to build out strategy and operations of the program
Activity Support by Level	<ul style="list-style-type: none"> ▪ College President and Senior Leadership Team (SLT) <ul style="list-style-type: none"> ○ Commit to elevating diversity, equity, and inclusion to build cultural excellence and sustainability through a Statement of Affirmation that would be communicated to the CCRI community ○ Commit to reviewing and utilizing results of campus climate surveys and share results with the community. ○ Advocates and is accountable for the creation and maintenance of policies and practices that foster inclusive systems, processes and communities.

	<ul style="list-style-type: none"> ○ Commit to continual development within JEDI-B practices and competencies to deepen knowledge, and operationalize within respective divisions ○ Serve as a sponsor to governance and/or affinity groups to foster a deeper connection between administration, employees and students ○ Participate in campus activities for employees and students ▪ Leaders and Managers (all people managers) <ul style="list-style-type: none"> ○ Implement tailored strategies to create inclusive communities on respective campuses and within department. ○ Create safe spaces to listen and discuss JEDI-B matters within the department, and work with OD & DEI for activity build out ○ Commit to activity that will build inclusive excellence ○ Recommend training ideas for development, and coaching improvement plans that will drive inclusive excellence ○ Attend and encourage team members to participate in JEDI-B work and activity and development opportunities for themselves and greater community ○ Submit suggestions on how to continue to enhance belonging at all campuses ▪ All Employees <ul style="list-style-type: none"> ○ Communicate with your leader to participate and volunteer in activities to increase networks and develop relationships outside of your team or comfort zone. ○ Share suggestions and feedback on building inclusion in your division/department ○ Sign up for trainings to help develop cultural competencies
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Priority 3 – Stakeholders and KPIs

Key Performance Indicators	Strategic Partners	Strategic Plan Alignment	How to operationalize at each level of CCRI Community?
<ul style="list-style-type: none"> ▪ Event participation YoY reports from surveys ▪ Total nominations received for Equity & Inclusion recognition award ▪ Total survey participation rate ▪ Consistent DAT and Council meetings ▪ Climate survey results 	<ul style="list-style-type: none"> ▪ SLT ▪ Shared Governances ▪ Marketing and Communication ▪ Institutional Research and Analytics ▪ HRIS 	<ul style="list-style-type: none"> ▪ Goal 3 ▪ Strategy A & B 	<ul style="list-style-type: none"> ▪ SLT/OPC ▪ Middle Managers ▪ Non-managers ▪ External partners

Priority 4 – Curriculum Diversity (CCRI Strategic Plan – Goal 1, Strategy C)

Priority Area Details

- **Academic Equity and Student Success** - Create equitable systems that promote academic equity and student success inside and outside of the classroom.
- **Curriculum and Pedagogy** – Ensure curriculum and pedagogy are used to promote academic equity within classrooms.

<p>JEDI-B Goals:</p>	<ol style="list-style-type: none"> 1. Establish an incentive for faculty to build diverse and inclusive curriculum and pedagogy practice by end of 2024 2. Build a resource repository of professional development for creating culturally responsive curriculum 3. Establish a process to review and approve building out culturally responsive curriculum by end of 2023
<p>Action Items:</p>	<ol style="list-style-type: none"> a. Feature breakthrough inclusive work within internal and external publications b. Establish a grant funding and application process to award inclusive pedagogy practices c. Build an equity toolkit of resources and support for building diverse content into the curriculum (e.g. Academic Impressions). Create standards within toolkit to measure impact and effectiveness d. Create questions for faculty peer and student evaluations assigned to measure culturally responsive content and sense of belonging in the classroom
<p>Activity Support by Level</p>	<ul style="list-style-type: none"> ▪ College President and Senior Leadership Team (SLT) <ul style="list-style-type: none"> ○ Leaders show support for curriculum diversity by demonstrating their commitment to the Statement of Affirmation, providing encouraging messages at meetings and underscoring its importance for student success. ○ Create a taskforce to research and inventory curriculum for existing curriculum diversity development practices ▪ Leaders and Managers (Deans, Associate Deans, Dept chairs, etc.) <ul style="list-style-type: none"> ○ Develop and recommend an outcome and evidence-based strategy to diversify the curriculum that will reflect the relationship between curriculum diversity and academic and inclusive excellence. ○ Implement tailored strategies to diversify the curriculum on respective campuses. ○ Allocate funding to attend conferences that focus on JEDI-B resources, and practices.

	<ul style="list-style-type: none"> ○ Identify opportunities to include student ideas for content in curriculum buildout with faculty as their champions. ▪ All Employees ○ Share content ideas for curriculum with Faculty Senate and department chairs
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Priority 4 – Stakeholders and KPIs

Key Performance Indicators	Strategic Partners	Strategic Plan Alignment	How to operationalize at each level of CCRI Community?
<ul style="list-style-type: none"> ▪ Quality and quantity of grant applications ▪ Student peer surveys reports ▪ Established curriculum review process and recommendations 	<ul style="list-style-type: none"> ▪ SLT ▪ Academic Affairs (CTE, Asso Deans) ▪ IR&A 	<ul style="list-style-type: none"> ▪ Goal 1 ▪ Strategy C 	<ul style="list-style-type: none"> ▪ SLT/OPC ▪ Middle Managers ▪ Non-managers ▪ External partners

Priority 5 – Enabling Infrastructure (CCRI Strategic Plan – Goal 3, Strategy A & B)

Priority Area Details

- **Institutional** - Create equitable systems by identifying and eliminating structural barriers within the institution that prevent access to education
- **Policies and Procedures** - Replace structural and systemic policies and practices that impede the success of historically marginalized groups
- **Resource Allocation** – Audit to see how the institution allocates resources with an equity lens to fund diversity equity, and inclusion (DEI) efforts appropriately and ensure that the overall spent is in alignment with anti-racism practices

<p>JEDI-B Goals:</p>	<ol style="list-style-type: none"> 1. Create an automated Bias Incident Reporting process by end of 2023 2. Create a policy updating and auditing process to check for adverse impact and equitable outcomes by end of 2025
<p>Action Items:</p>	<ol style="list-style-type: none"> a. Partner to identify a technical platform to track and report on bias incident cases to share with the community b. Create advisory team to review and provide policy recommendations that will support incident cases and human capital management (DAT 2.0)
<p>Activity Support by Level</p>	<ul style="list-style-type: none"> ▪ College President and Senior Leadership Team (SLT) <ul style="list-style-type: none"> ○ Consistently reinforce the institutions commitment to JEDI-B and adhering to all policies at all levels of the institution ○ Review, approve and make recommendations to enhance processes and provide effective reporting on incidents and policy updates ○ Build annual budgets that include training and structural build out to support JEDI-B work. ▪ Leaders and Managers (Deans, Associate Deans, Dept chairs, etc.) <ul style="list-style-type: none"> ○ Consistently reinforce the institutions commitment to JEDI-B and adhering to all policies at all levels of the institution ○ Raise any concerns about incident cases and support the process for resolving matters ○ Report any mistreatment of employees, students or policy violations to HR and/or OD

	<ul style="list-style-type: none"> ○ Participate in policy and JEDI-B practice creation sessions to reinforce the colleges commitment to engagement and JEDI-B practices ▪ All Employees <ul style="list-style-type: none"> ○ Consistently reinforce the institutions commitment to JEDI-B and adhering to all policies at all levels of the institution ○ Report any mistreatment of employees, students or policy violations to HR and/or OD ○ Participate in policy and JEDI-B practice creation sessions to reinforce the colleges commitment to engagement and JEDI-B practices
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Priority 5 – Stakeholders and KPIs

Key Performance Indicators	Strategic Partners	Strategic Plan Alignment	How to operationalize at each level of CCRI Community?
<ul style="list-style-type: none"> ▪ Monthly bias incident reports ▪ # of policy recommendations and updates on applying equitable lens and check for adverse impact 	<ul style="list-style-type: none"> ▪ SLT ▪ Title IX office ▪ HR ▪ HRIS 	<ul style="list-style-type: none"> ▪ Goal 3 ▪ Strategy A & B 	<ul style="list-style-type: none"> ▪ SLT/OPC ▪ Middle Managers ▪ Non-managers ▪ External partners

Cited Resources

- RI Postsecondary Council Strategic Plan. <https://riopc.edu/about/strategic-plans/>
- PASSHE Equity Framework for advancing Diversity, Equity and Inclusion in Higher Education. <https://www.passhe.edu/offices/dei/resources.html>
- From Equity Talk to Equity Walk; Expanding Practitioner Knowledge for Racial Justice in Higher Education. Tia McNair Brown, Estela Mara Bensimon & Lindsey Malcom-Piques. Jossey-Bass, 2020.
- Step Up & Lead for Equity: What Higher Education Can Do to Reverse Our Deepening Divides. American Association of Colleges and Universities, 2016: <https://secure.aacu.org/imis/ItemDetail?iProductCode=E-GMSSU&Category=>
- Seal of Excelencia Framework. Excelencia in Education, 2020: <https://www.edexcelencia.org/seal-excelencia>
- Campus Pride Index; National Listing of LGBTQ-Friendly Colleges and Universities, Campus Pride 2007: <http://www.campusprideindex.org/>
- The USC Race & Equity Center has a number of resources for colleges and universities: <https://race.usc.edu/colleges/>
- The Center's Prism Network is a recruitment and job search tool that matches IHEs with diverse talent: <https://www.prismnetwork.org/why-prism>
- NADOHE A Framework for Advancing Anti-Racism Strategy on Campus: [NADOHE | Stories | ON ANTI-RACISM FRAMEWORK](#)