Topic	Action Item	Responsible Party	Progress	Status
Accountability	Include DEI action items for all three campuses.	President's Cabinet	Current Action Items are for all campuses	Complete
Accountability	Develop and launch a mechanism for community to submit feedback and suggestions on a regular basis regarding DEI work (positive, neutral, negative).	Executive Director of DEI	Form linked on DEI webpage	Complete
Accountability	Develop DEI leadership and accountability structures.	President's Cabinet	Hired an Executive Director; hired DEI assistant director; graudate student in DEI has been hired	Complete
Benchmarks & Goals	Make the DEI goals easy to find.	Steering Committee	DEI goals (Action Items) are on the website.	Complete
Bias Reporting	Provide students a consistent way to provide feedback related to DEI in real time.	Associate Director of ODI	Link to a reporting form is on the DEI webpage.	Complete
Bias Reporting	Clarify communication about bias incident reports: What happens after a report is made ? Are reports anonymous? Who can take reports? Are there disciplinary actions involved? When does HR get involved? How do we close the loop and help students feel heard?	HR; Provost's Office; ODI; SCE; Title IX	Group to develop the proces is formed (10/21) and colleting information (12/21); Process and reporting mechanisms identified (2/22); Policy language drafted and reviewed by legal (5/22); webpage content drafted (5/22); president's cabinet review (7/22); Policy approved	Complete
Bias Reporting	Make the bias reporting process explicit and shared and common knowledge for everyone. Create a FAQ/process page? Provide training for reporting bias incidents.	HR; Provost's Office; ODI; SCE; Title IX; Executive Director of DEI	Group to develop the proces is formed (10/21) and colleting information (12/21); Process and reporting mechanisms identified (2/22); Policy language drafted and reviewed by legal (5/22); webpage content drafted (5/22); president's cabinet review (7/22); Policy approved	Complete

Topic	Action Item	Responsible Party	Progress	Status
Bias Reporting	Clarify communication about bias incident reports: Clarify who is on the team that handles bias reports and how the team responds to reports. Make Ethics Point & other reporting options more accessible to all faculty, students, and staff.	HR; Provost's Office; ODI; SCE; Title IX	Group to develop the proces is formed (10/21) and colleting information (12/21); Process and reporting mechanisms identified (2/22); Policy language drafted and reviewed by legal (5/22); webpage content drafted (5/22); president's cabinet review (7/22); Policy approved	Complete
Bias Reporting	Create or articulate clear pathways for reporting acts of religious bias. Create a readily accessible student-centered reporting tool to report religious bias and discrimination. Ensure that the terms "religious bias" and "religious discrimination" are carefully defined (in conjunction with the terminology used in the Human Dignity policy). Create or better publicize a readily accessible reporting tool for employees to report religious bias and discrimination.	HR; Provost's Office; ODI; SCE; Title IX; Executive Director of DEI	Group to develop the proces is formed (10/21) and colleting information (12/21); Process and reporting mechanisms identified (2/22); Policy language drafted and reviewed by legal (5/22); webpage content drafted (5/22); president's cabinet review (7/22); Policy approved	Complete
Bias Reporting	Refine the bias complaint process for employees. Corrective actions are addressed in the handbook, but not complaints. Grievances are addressed in the handbook but seem more formal than "complaints". Complaints seem to be handled similar to Grievances if there is a serious offense. But what about the issues in between, that likely are already known to be issues needing mediation.	HR; Provost's Office; ODI; SCE; Title IX; Executive Director of DEI	Group to develop the proces is formed (10/21) and colleting information (12/21); Process and reporting mechanisms identified (2/22); Policy language drafted and reviewed by legal (5/22); webpage content drafted (5/22); president's cabinet review (7/22); Policy approved	Complete

Topic	Action Item	Responsible Party	Progress	Status
Bias Reporting	Implement a bias incident response team. This can be a specific position to hire for in the future or a criterion of a future staff hire. Streamline the process for reporting would be beneficial for the entire campus.	HR; Provost's Office; ODI; SCE; Title IX; Executive Director of DEI	Group to develop the proces is formed (10/21) and colleting information (12/21); Process and reporting mechanisms identified (2/22); Policy language drafted and reviewed by legal (5/22); webpage content drafted (5/22); president's cabinet review (7/22); Policy approved	Complete
Bias Reporting	Instead of diversity statements on every syllabi a more effective and honest approach is to provide resources for students who are experiencing discrimination at the university (student support resources).	Provost's Office	New syllabus boilerplate language	Complete
Campus Culture	Communicate the timeline for the nickname change and encourage administration to act expeditiously.	Moniker Group	Email 2021/05/20: Alumni, students, and employees to vote on 4 finalists 05/31 - 06/11. Mascot announced fall 2021.	Complete
Campus Culture	Invite all faculty/staff to a Diversity and Inclusion Strategic Planning Gallery Walk.	DEI Strategic Planning Streering Committee	Students, staff, and faculty invited to Gallery Walk on 2021/05/07 and to complete online survey (open for two weeks).	Complete
Campus Culture	Create an updated DEI plan that can be shared and implemented at all three campuses, is applicable, and easy to access.	Steering Committee	DEI Planning Process 9/20 - 5/21: 68 employees in 7 Analysis Teams; over 180 students and employees prioritizing of 154 Action Items (5/21); Plan shared with President and Board of Trustees 6/21.	Complete
Campus Culture	Make an Interfaith Calendar available to all faculty, staff, and students, as an opportunity for education and interreligious awareness.	Director for the Center for Faith and Learning	Link and instructions to sync with Outlook calendar shared with community, fall 2021	Complete

Topic	Action Item	Responsible Party	Progress	Status
Campus Culture	Add an option in the current computer system for students, faculty, and staff to select their preferred gender pronoun.	IT, Accessibility Services, Title IX Coordinator	Technology has been implemented (spring 2022); work on policy is underway (2/2022)	Complete
Campus Culture	Make diversity statement more central, more accessible on the Capital website.	Steering Committee	Linked under About Capital: https://www.capital.edu/dei/ ; also the new values statement includes Diversity, Equity, and Inclusion – We respect all identities, cultures, and perspectives, promote equity in access and opportunity, and foster a sense of belonging for all members of our community.	Complete
Communication	Communicate the structure of the university to students, especially with accountability--who is responsible for what? Who should students go to for what kinds of resources and support?	Provost's Office	Campus Resources Guide: https://www.capital.edu/resource-guide/	Complete
Communication	Ask students what is most effective means of communication: Is it email, website, visuals posted on campus, etc.?	SCE	Data available from different sources (e.g., accepted student survey)	Complete
DEI Group	Hire a full-time CDO (Chief Diversity Officer or equivalent). This person chairs the DEI group on campus.	President's Cabinet	Executive Director has been hired, fall 2021	Complete
Professional Development	Have one of the CELT SOTL Mentors focus on DEI professional development activities.	CELT	SOTL Mentor with specific DEI expertise hired to start fall 2021.	Complete

Topic	Action Item	Responsible Party	Progress	Status
Accountability	Hire a director for the Center for Faith and Learning to lead training, education, conversations, and initiatives related to faith and diversity.	Provost's Office; Religious Life	Hired Dikiea Elery, Assistant Director of Religious and Spiritual Life, December 2021 Campus Ministries	Completed
Accountability	Establish specific implementation timeline for DEI accountability.	President's Cabinet	Implementation team meeting regularly to update progress and advance next steps	Efforts Continue
Assessment	Assess student learning DEI outcomes across coursework.	Chairs/Deans; Director of Assessment	Through the Anthology Outcomes platform, we map assessment efforts across curricular and co-curricular experiences that contribute to the DEI-related Signature Learning PLOs	Efforts Continue
Benchmarks & Goals	Provide an opportunity for the institution to be intentional about DEI progress.	Executive Director of DEI	DEI webpage is updated regularly with progress on stategic plan; Provost and DEI Exective director working to include DEI information in talks with various constituencies (2/2022).	Efforts Continue
Benchmarks & Goals	Implement top-down vision and mandate with specific DEI benchmarks to encourage coordination of CU's DEI work.	President's Cabinet, Executive Director of DEI	Being done through the Executive Director of DEI and the President's Cabinet	Efforts Continue
Benchmarks & Goals	Benchmark CU's DEI situation compared with other institutions (to see how we compare).	Executive Director of DEI; IR; IE	This is done through the KPIs and that are reported to the Board of Trustees	Efforts Continue

Topic	Action Item	Responsible Party	Progress	Status
Benchmarks & Goals	Create specific DEI goals and ensure the follow-through on assessment. Seems that the structure exists for assessment in student life and in classrooms. Follow up on assessments being done.	President's Cabinet; Executive Director of DEI; Assessment Director	Through the Anthology Outcomes platform, we map assessment efforts across curricular and co-curricular experiences that contribute to the DEI-related Signature Learning PLOs	Efforts Continue
Benchmarks & Goals	Have CU articulate what we are doing on a daily basis to live out the DEI goals.	Executive Director of DEI	Capital's new values statement includes: Diversity, Equity, and Inclusion – We respect all identities, cultures, and perspectives, promote equity in access and opportunity, and foster a sense of belonging for all members of our community.	Efforts Continue
Bias Reporting	Provide more visible posting and circulation of CU's Human Dignity policy, with clearer information about how to report acts of discrimination.	HR; Provost's Office; ODI; SCE; Title IX	On webpages; Capital You; Social Media	Efforts Continue
Communication	Provide more consistent education and communication that articulates academic freedom, religious freedom, and interreligious understanding as values we are committed to, as part of CU's affiliation with the Lutheran Church. In the appropriate places in CU's websites and other publications, where there are statements about CU's commitment to DEI and interfaith understanding, provide links to ELCA and LWF (Lutheran World Federation) statements, such as the Declaration on Interreligious Commitment, the Gender Justice Policy of the LWF, the ELCA's statement on Faith, Sexism, and Justice, anti-racism materials, and the ELCA statement regarding human sexuality.	University Pastor, CELT	Lutheran Higher Ed included in College and Seminary New Faculty Orientation; Lutheran Higher Ed campus conversation held 2021.10.04; Webpages updated to talk about rooted and open	Efforts Continue

Topic	Action Item	Responsible Party	Progress	Status
Communication	Communicate to students CU's DEI efforts.	Provost's Office	DEI webpage is updated regularly with progress on stategic plan; Provost and DEI Exective director working to include DEI information in talks with various constituencies (2/22).	Efforts Continue
Communication	Have spaces for DEI-related information: A website that is accessible by all to share details across CU; a SharePoint site accessible by all with a Cap alias to post information on DEI efforts as they are in process, as well as agendas/meeting notes from the DEI group/committee, etc.	Implementation Steering Committee	DEI webpage is updated regularly with progress on stategic plan	Efforts Continue
Community Outreach	Engage students, faculty, and staff in cultural awareness and navigation training in transition experiences including Smooth Transitions, orientations, Welcome Weekend, and first year seminars to prepare them for engaging with the external community in both curricular and co-curricular activities.	HR; CELT; SCE; Signature Learning		Efforts Continue
Community Outreach	Offer regular DEI focused presentations/workshops by faculty and staff that are open to the community.	Executive Director of DEI		Efforts Continue
DEI Group	Develop a DEI group on campus. The group/committee will be charged with a process for posting suggestions & questions and for sharing current practices. The group will draft potential policies, conduct open forums, and then would submit policies to administration for response. Institutional body to review policy creation and management. Audit of policies for equity. The group will create a process for any individual to bring up new policies, or issues with current policies for the Institutional Policy group to address. Examine the consistency or inconsistency of the application of policies and practices on Bexley campus and Law School campus.	President's Cabinet; Executive Director of DEI	Description of the group drafted; Advertisement sent to campus (10/21); Created and chartered; working to populate the group; First meeting 5/22	Efforts Continue
DEI Group	Convene a dedicated group of students, staff, faculty to discuss DEI work, and/or reflecting on the strategic plan/annual report.	Executive Director of DEI	Description of the group drafted; Advertisement sent to campus (10/21); Created and chartered; working to populate the group; First meeting 5/22	Efforts Continue

Topic	Action Item	Responsible Party	Progress	Status
DEI Group	Hire someone from the CU community to devote significant time right now to forming a DEI group, and move forward with the initiatives we outline here. In order to allocate appropriate resources, the individual should receive compensation for this work, a budget for efforts, and time off from regular position responsibilities (similar to faculty course releases and similar to the current efforts with Signature Learning Director position). The idea here is not to put it all on one person, but the need for someone to lead.	Executive Director of DEI	Description of the group drafted; Advertisement sent to campus (10/21); Created and chartered; working to populate the group; First meeting 5/22	Efforts Continue
Employee Retention	Increase wages to be more competitive and to retain faculty and staff. This will maintain a more consistent culture and ensure that there is a strong base of faculty and staff who come from diverse backgrounds, are well trained in inclusive behaviors, and perform their roles on campus with diversity and inclusion in mind.	President's Cabinet; HR	Some equity raises have been implemented; Salary Task Force has re-engaged and is meeting regularly	Efforts Continue
Employee Retention	Look at compensation (overall benchmarks) specifically for underrepresented employees.	HR	Equity adjustments made (2021); Compensation task force meeting regularly	Efforts Continue
Funding	Work with Advancement to identify alumni, friends, nonprofit, and corporate partners to support this work (e.g., establishment of a DEI Institute as recommended in the 2016 D&I strategic plan).	Executive Director of DEI	Meetings occuring; Have sercured funding; ongoing efforts	Efforts Continue
Funding	Consider DEI for grants and funding.	Executive Director of DEI	Have applied and continue to apply for DEI grants	Efforts Continue
Funding	Initiate a DEI Campaign: Funding for DEI projects may be possible through fundraising. Some individuals may not have contributed to other campaigns but may contribute for a DEI specific campaign. Some companies may donate also for these efforts.	Executive Director of DEI and Advancement	Have met with and continue to meet with potential donors	Efforts Continue

Topic	Action Item	Responsible Party	Progress	Status
Partner with Students	Teach students to be change-makers, acting proactively instead of complaining.	ODI Director	Welcome weekend and Smooth Transitions sessions	Efforts Continue
Partner with Students	Look for ways to partner with students to promote diversity instead of putting the "work" on anyone. Instead of taking the load away from the students, we should see it as a partnership.	Executive Director of DEI; SCE	Smooth Trnasitions leaders were trainined to develop and lead the sessions	Efforts Continue
Partner with Students	Encourage collaboration among student organizations. For example, provide financial incentives (increased funding) for events that have a diversity focus. These collaborations would include an expectation of collaborative planning and reflection.	SCE; ODI	Leadership Circle has expanded to include religious orgs.	Efforts Continue
Partner with Students	Promote more intentional inclusion of campus ministry student groups in DEI initiatives and activities.	Center for Faith and Learning	Leadership Circle has expanded to include religious orgs.	Efforts Continue
Partner with Students	Train student leaders of campus ministry groups in anti-racism, interreligious understanding, LGBTQIA safe space training, and other DEI initiatives.	Center for Faith and Learning	Leadership Circle has expanded to include religious orgs.; Smooth Transitions mentor training	Efforts Continue
Professional Development	Develop DEI assessment and training for new employees.	HR	Currently have online training; Need additional training	Efforts Continue

Topic	Action Item	Responsible Party	Progress	Status
Student Learning	Identify intentional pathways (e.g., from FYS, to Cultural Pluralism, to major and elective courses) where DEI Learning Outcomes are introduced and reinforced.	Signature Learning	The Signature Learning Program Learning Outcome (PLO), "*students interact knowledgeably and ethically with people and ideas from many cultures, religions, and identities,*" ties together the UC 170, 270, and 370 courses and feeds into and builds upon what students experience in their majors and co-curricular experiences. The Signature Learning PLO, "students analyze, contextualize, and engage with human cultures," ties together the UC 210, 220, and 320 courses and feeds into and builds upon what students experience in their majors and co-curricular activities.	Efforts Continue
Student Learning	Identify courses (SL, electives, and major) where students can meet DEI Learning Outcomes	Executive Director of DEI	Through the Anthology Outcomes platform, we map assessment efforts across curricular and co-curricular experiences that contribute to the DEI-related Signature Learning PLOs	Efforts Continue
Student Learning	Connect curricular and co-curricular diversity experiences (modeled on plans for connecting SL outcomes to co-curricular experiences)	SCE; Signature Learning	Ethics and Society Pathway is developed; Fall 2022 students in UC 170 begin creating an ePortfolio to document this learning	Efforts Continue
Student Recruitment	Intentionally focus student recruitment efforts on neighborhoods around Capital that are more diverse than our campus community is.	Admission	Admission counselors have been assigned to neighborhoods around Columbus that are more diverse than Capital.	Efforts Continue

Topic	Action Item	Responsible Party	Progress	Status
Accountability	Charge to President and Provost to ensure that DEI is an essential component of any conversations we are having with the "Alliance". Implement policies so that this work continues after presidential transition and in the event of alliance implications.	President's Cabinet; BOT	Presidential Transition is complete; Alliance conversations ongoing	In Process
Assessment	Define what effective means (in the context of implementing the DEI Action Items) and develop assessment measures to evaluate.	Executive Director of DEI	DEI Executuve Director working with Assessment	In Process
Assessment	Develop logic model (a tool for planning assessment) which clearly defines DEI outcomes and needed steps to achieve outcomes; define key performance indicators and set target levels.	Director of Assessment; Executive Director of DEI	DEI Executuve Director working with Assessment	In Process
Assessment	Develop ongoing assessment processes for DEI assessment logic model – both assessment of the outcomes and the model; close the feedback loop.	Director of Assessment; Executive Director of DEI	DEI Executuve Director working with Assessment	In Process
Assessment	Develop and implement a process to collect, store, and analyze DEI data.	Director of Assessment; Executive Director of DEI	DEI Executuve Director working with Assessment	In Process
Assessment	Designate responsible party for integrating all DEI data and communicating results to stakeholders.	President's Cabinet	DEI Executuve Director working with Assessment	In Process
Benchmarks & Goals	Create survey to inventory current DEI work and infrastructure. Can several people/offices work together to lead? Three-question survey to campus departments at both Bexley and Law School: What do they currently do to support DEI? What are they planning to do regarding DEI? What assistance do they need?	Executive Director of DEI		In Process

Topic	Action Item	Responsible Party	Progress	Status
Campus Culture	Create a DEI Endorsement program (via CELT; next one to be created after the Mental Health Endorsement program).	CELT	SOTL Mentors working with Executive Director of DEI, CELT, and Assessment to develop DEI Endorsement for staff and faculty; proposed implementation fall 2022	In Process
Campus Culture	Rewrite the current DEI statement. Updated diversity statement needs an elaborate and extended rationale, with attention to both Capital's history of exclusion and efforts towards inclusion. The statement needs to define diversity more precisely, beyond "differences that exist among people."	Executive Director of DEI		In Process
Community Outreach	Explore becoming an Association of American Colleges and Universities (AACU) Truth, Racial Healing & Transformation (TRHT) Campus Center.	President's Cabinet		In Process
Interfaith Practices	Facilitate faculty and staff discussions about community expectations regarding what is appropriate in terms of articulating one's own faith or voicing prayers at different kinds of gatherings, including meetings, classes, convocations, commencement. Discussion topics need to include how the campus can be a respectful, safe, and inclusive place for expressing all faith traditions (Christian, Muslim, Jewish, Buddhist, Hindu, Jain, Wiccan, all other world religions) as well as non-faith traditions. Create and provide a document offering guidance about this.	University Pastor	Work on Reframing the Institutional Saga: Survey administered	In Process
Policy	Implement a pronoun policy that protects and respects a person's pronouns, as stated by that individual.	HR	Work on policy is underway (2/2022)	In Process
Policy	Create a policy and policy statement that would allow reasonable accommodations for religious observances.	HR	Statement drafted	In Process

Topic	Action Item	Responsible Party	Progress	Status
Policy	Provide greater clarity about what the Lutheran affiliation means for hiring practices. In only a small number of cases, as in University Pastor, church relations director, Seminary Dean, and a handful of seminary teaching and staff positions, would religious affiliation be a factor in the hiring process. Make clear that, apart from the exceptions noted above, there is no requirement for employees to subscribe to faith statements and there is no obligation to participate in religious practices.	HR	Work on Reframing the Institutional Saga: Survey administered	In Process
Professional Development	Develop comprehensive professional development and training program with assessment for employees across all levels.	HR; Executive Director of DEI; CELT	SOTL Mentors working with Executive Director of DEI, CELT, and Assessment to develop DEI Endorsement for staff and faculty; proposed implementation fall 2023	In Process
Professional Development	Provide professional development opportunities for faculty and staff to prepare them to work with students across issues of DEI including both affective and cognitive development.	Executive Director of DEI; CELT	SOTL Mentors working with Executive Director of DEI, CELT, and Assessment to develop DEI Endorsement for staff and faculty; proposed implementation fall 2023	In Process
Professional Development	Continue and expand professional development opportunities for faculty and staff (e.g., CELT sessions on microaggressions and cultural competence).	Executive Director of DEI; CELT	SOTL Mentors working with Executive Director of DEI, CELT, and Assessment to develop DEI Endorsement for staff and faculty; proposed implementation fall 2023	In Process
Professional Development	For new and longstanding faculty and staff: we need to build in activities and professional development opportunities on diversity and *how* to incorporate this into their work.	HR; Executive Director of DEI; CELT	Revised College faculty sabbatical application and rubric includes DEI work	In Process
Student Learning	Map delivery of Signature Learning Outcomes across the curriculum. How do the major courses support the learning outcomes of UC 270 and UC 370? How are affinity and cognate courses defined and assessed?	Signature Learning	Through the Anthology Outcomes platform, we map assessment efforts across curricular and co-curricular experiences that contribute to the DEI-related Signature Learning PLOs	In Process

Topic	Action Item	Responsible Party	Progress	Status
Student Learning	Work with Unified College Signature Learning Committee to ensure common diversity learning outcomes are delivered across each section of the course.	Signature Learning	AY 2022-2023, syllabus statement re-alignment in Signature Learning classes	In Process
Student Learning	Encourage faculty to include DEI goals in the classroom and class content.	Executive Director of DEI	Revised College faculty sabbatical application and rubric includes DEI work	In Process
Student Learning	Encourage faculty to use diverse examples in their classes.	Executive Director of DEI; CELT	Revised College faculty sabbatical application and rubric includes DEI work	In Process
Student Recruitment	Campus tour guides and athletics tours must provide accurate information/representation of the ODI; Work alongside ODI to draft the language.	SEM; IMC; ODI	Meeting with Athletics	In Process
Accountability	Include better definitions and expectations for DEI in annual evaluations for all employees. May need to have several different evaluation forms for different employees.	HR; VPs		
Accountability	Record in departmental annual reports the DEI work that is happening each year (what we've observed, learned, and plan for change). Reviewed by the CDO (Chief Diversity Officer), and reported to the DEI group.	HR; VPs; Executive Director of DEI		
Assessment	Dive deeper into retention data related to DEI. Dive into trends and what we are seeing from various groups and how to take action on these data.	IE; Provost's Office		
Assessment	Rephrase the question "how will we know that we have been effective?" to, "when you come to our campus how do you know we value inclusion?"	Executive Director of DEI		
Assessment	Implement exit interviews with students with community experience (e.g., internships, CE courses, co-curricular experiences). This should be done if not already; if exit interviews are taken, these should include DEI. Generate language that could be used for these exit interviews.	Chairs/Deans; SCE		

Topic	Action Item	Responsible Party	Progress	Status
Assessment	Integrate DEI outcome data with other data.	IE		
Assessment	Identify successes and failures of implementing the DEI strategic plan on unit annual reports.	VPs		
Benchmarks & Goals	Encourage staff to include DEI goals in their offices, support services. How can campus offices include these goals in their work? How can we demonstrate these goals for students/visitors to see?	VPs, Executive Director of DEI		
Benchmarks & Goals	Engage constituents in creation of DEI goals, maintain ongoing conversation to make adjustments to these goals.	President's Cabinet, Executive Director of DEI		
Campus Culture	Develop a group on campus to identify initiatives to help students feel like they belong on campus.	President's Cabinet; SCE; ODI		
Campus Culture	Engage many different people to work on DEI efforts with existing resource: Curriculum (e.g., social justice minor; cultural pluralism class); Student programming (e.g., diverse authors/speakers); Res Life (e.g., RA training on DEI); Marketing (e.g., choose images and language that reflect diversity).	Executive Director of DEI; VPs		
Campus Culture	Explain why diversity is important to us. What does diversity do and what do we miss when we don't reach our goals around diversity?	President		
Campus Culture	Teach students why DEI matters even for white students and how to deal with discomfort.	Student Learning and Development		
Campus Culture	Create a DEI program at the Law School, similar to the Smooth Transitions program currently on main campus.	Associate Director of ODI (Law School dean prior to hire)		

Topic	Action Item	Responsible Party	Progress	Status
Campus Culture	Start a mentoring program where underrepresented faculty can serve as mentors to underrepresented students through the ODI.	ODI Director		
Campus Culture	Arrange the class schedule to facilitate a common meeting time for regular conversations about these faith, diversity, and inclusion matters; or hold sessions at the conclusion of the year. Ensure that the Fall Community Forum is not the only venue for such conversations, since Student Services and Student Affairs are involved in orientation.	President's Cabinet		
Campus Culture	If a new survey question about religious affiliation is created, survey the current faculty and staff, since religious affiliations may have changed (and the survey will have more representative choices) since they were first hired.	HR		
Campus Culture	Periodically refer to and reflect upon the university's diversity statement, by divisions, departments, and offices.	Executive Director of DEI		
Campus Culture	Articulate the unifying message about DEI across all three Capital schools, one that acknowledges differences but weaves them together.	President		
Communication	Clarify/define what "underrepresented" is, and the outcomes we want to use to reflect equity/success. Clarify whether or not we mean "underserved" students.	Executive Director of DEI		
Communication	Improve communication about events on campus (e.g., communication to faculty about student organization events with a DEI focus). Intentional communication across multiple channels to all sub-populations on campus. (e.g., Engage and CORQ may not reach faculty and staff).	Enrollment Management		
Communication	Intentionally promote programs in all academic & co-curricular areas that focus on DEI.	Provost's Office		

Topic	Action Item	Responsible Party	Progress	Status
Communication	Create and make available a common statement about what it means that CU has a Lutheran affiliation and what this affiliation means for all students, administrators, employees, and Board members. Statement may include a definition of the Lutheran tradition and information about how Lutheranism is similar to and distinct from some other forms of Christianity; should build upon the work done by the Contemporary Lutheran Values working group (10/11/2019) that identified the following themes: Innovation, Inclusion, Service, God's Grace, Truth, and Vocation; should inform the development of the interim president's revision of the vision, mission, and values statement; and should inform the interim president's progress on Goal #2: "Develop clear strategy, deliberate focus, and sustained action to eliminate racial injustice and significantly advance diversity and inclusion across the university."	President's Cabinet		
Communication	Create a communication and marketing strategy that includes a webpage for stakeholders, dedicated to the intersection of CU's Lutheran heritage with diversity and inclusion, as well as other materials. Audience includes prospective students, current students, faculty, staff, alumni/ae, community members, donors, and other constituents. Linked from multiple pages on the website (admissions, mission and values page, HR, ODI, etc.) and easy to find. Content should articulate a contemporary Lutheran vision of inclusion, voice repentance for former and current complicity in injustice, align with the best elements of the Lutheran tradition, and commit to making CU a place of safety, inclusion, and interreligious commitment. Text should be drafted and reviewed by experts on the Lutheran tradition (university pastor, religion faculty, seminary faculty, and appropriate staff) to express contemporary Lutheran values of diversity and inclusion.	President's Cabinet		
Communication	Hold DEI-related community talks.	Executive Director of DEI		
Communication	Welcome voices in a constructive way.	Campus Community -- modeled by President's Cabinet		

Topic	Action Item	Responsible Party	Progress	Status
Communication	In websites and other venues, provide accessible definitions of "Christian," "Lutheran," "Interfaith," "Interreligious," and other key terms.	President's Cabinet -- steered by University Pastor		
Community Outreach	Provide support for student and faculty research, including SoTL, focused on DEI issues in the community.	CELT; Symposium Committee		
Community Outreach	Require completion of cultural competence training prior to engagement with community partners.	SCE		
Community Outreach	Offer trainings in culturally responsive teaching/pedagogy, cultural competence, etc. as continuing education opportunities (e.g., SWK and Law School).	Executive Director of DEI coordinates with units offering CEUs		
Community Outreach	Identify employees whose portfolio or service can include outreach to the Bexley Jewish community; outreach to other faith traditions; creation of community partnerships.	Executive Director of DEI and University Pastor		
Community Outreach	Communicate DEI with community partners and used DEI in evaluating those partnerships.	Executive Director of DEI		
Employee Retention	Reach out to ask "what would DEI support look like?" to employees (if we are ready to hear the answers and do something about it).	Executive Director of DEI and HR		
Employee Retention	Provide clear DEI data about retention, salary, and discrepancies based on tenure, survey, and then accountability and clear-cut date of response.	HR		

Topic	Action Item	Responsible Party	Progress	Status
Employee Retention	Require specific benchmarks for faculty, administration, and staff regarding tenure, promotion, annual performance review.	VPs		
Funding	Provide internal grants (e.g., the Jebsen Fund) to fund activities that help faculty integrate diversity issues into courses (e.g., attending off-campus workshops, bringing workshop facilitators to campus to work with groups of faculty such as FYS instructors, etc.).	Provost Office		
Funding	Allocate more funds or create a "pot" of funds to support DEI: Identify who is already spending money and where/how are they spending it? How can we streamline the use of DEI funds?	President's Cabinet		
Funding	Hire or identify within existing resources additional support for applying for grants to support DEI work with community partners.	Executive Director of DEI		
Funding	Provide internal grants to fund DEI-related undergraduate research projects (e.g., dedicated Summer Scholars lines for D&I projects).	Executive Director of DEI and Provost Office		
Hiring	Create a practice in which an HR representative meets with search committees at the start of a search to emphasize the importance of DEI and to help the search committee think purposefully about how they will target their search to be more inclusive (such as making sure position announcements were placed in places more likely to be seen by underrepresented individuals).	HR		
Hiring	Increase diversity in hiring (have campus be more reflective of society).	HR		

Topic	Action Item	Responsible Party	Progress	Status
Hiring	Include the following statements on faculty/staff position advertisements: "Capital University is committed to increasing the diversity of the Capital community and curriculum. This commitment includes Capital's dedication to the development of faculty and staff who are committed to inclusive practices in teaching, learning, working and all other campus and community interactions. Candidates who can contribute to that goal are particularly encouraged to apply."	HR		
Hiring	Improve adherence to current hiring practice requirements/guidelines. This could be improved by better articulation of the hiring process to faculty and staff.	HR		
Hiring	Fund and hire 3-5 faculty tenure-track lines in academic departments across the institution to contribute to the DEI culture at Capital through their teaching, scholarship, and supervision of student research.	President's Cabinet		
Hiring	Develop and require DEI training for search committee members to reduce bias in hiring.	HR		
Hiring	Have all final job candidates to meet with a DEI officer or a DEI committee. During this meeting it can be shared with the candidates that DEI is a priority on our campus.	Executive Director of DEI and HR		
Hiring	Use different hiring platforms that will have a greater chance open positions will be visible to a more diverse applicant pool. HR would provide some of these options to search committees as they plan on where to advertise open positions.	HR		

Topic	Action Item	Responsible Party	Progress	Status
Hiring	Collect data and metrics on candidate pools to facilitate diverse hiring.	HR		
Hiring	Require a diversity statement from applicants for positions on campus. This would help recruit individuals who find this issue important and would also inform applicants from the outset that this is important to the campus community. During the interview the candidates should be asked a question related to diversity inclusion such as "What inclusive practices have you been learning about or using in your current/most recent position?"	HR		
Hiring	Intentionally focus employee recruitment efforts on neighborhoods around Capital that are more diverse than our campus community is.	HR		
Interfaith Practices	Review campus policies and practices for campus events (including classes) taking place on non-Christian religious holidays.	Executive Director of DEI		
Interfaith Practices	Relocate and improve the interfaith prayer spaces so that they are welcoming and accessible, equipped with a washing station and other items needed, and pointed out by clear signage. This should be a budget priority.	University Pastor		
Interfaith Practices	Recommend that administrators who plan the academic calendar consult each year with the University Pastor or other knowledgeable individuals regarding the timing and impact of observances of major world religions in the planning process.	President's Cabinet		
Interfaith Practices	Facilitate community conversations about how to speak sensitively about one's own and one another's religious faith and practice (including Christianity).	University Pastor		

Topic	Action Item	Responsible Party	Progress	Status
Interfaith Practices	In website and other publications, link to ELCA and LWF statements acknowledging Lutheran complicity in past and current violence and discrimination. Examples include the LWF apology for violence against Anabaptists, the ELCA Declaration to People of African Descent, the ELCA Declaration to the Jewish Community, and the ELCA Repudiation of the Doctrine of Discovery (about Native American genocide).	President's Cabinet		
Interfaith Practices	Revise the wording and options in the surveys for new students and new employees so that the list of possible religious affiliations is more inclusive and accurate. Consult experts from the seminary and Religion & Philosophy Department, as well as the University Pastor, when composing the survey questions, in order to use the names of various Christian denominations (and categories for groups of Christians) and world religions who may be represented in our student body, employees, and applicant pool.	HR; University Pastor; Executive Director of DEI		
Lutheran Identity	Continue to hold the May retreat ("Big Questions, Worthy Dreams"), which provides staff and faculty opportunities to engage with the Lutheran tradition in a 3-day retreat seminar. Reinstate the practice of providing modest honoraria to attendees (typically $500 to those whose contract year ended prior to the retreat; $250 for year-round employees, to honor their time away from home, as this time counts as paid work days). Facilitate better communication about the retreat; provide more encouragement for supervisors to permit this for their employees as part of their work responsibilities.	University Pastor		
Lutheran Identity	Use the document on Contemporary Lutheran Values created by a 2019 CU working group to inform university statements about the Lutheran tradition.	University Pastor		
Partner with Students	Articulate DEI outcomes throughout student experiences in student organizations, athletics, etc.	SCE		
Partner with Students	Require student groups to develop DEI statements for their organization as part of their application for recognition as a student organization	SCE		
Partner with Students	Establish expectation that student organizations and athletic teams identify and assess DEI learning outcomes met through co-curricular and extra-curricular activities.	SCE; Athletics; Assessment Director		
Policy	Create a mechanism for examining our policies to determine whether they promote or inhibit equity. Then lead a review/revision of policy on University Policies, which should lead to a review of each policy.	HR; Executive Director of DEI		

Topic	Action Item	Responsible Party	Progress	Status
Policy	Enact policy changes that require behavioral changes, which then result in "changed hearts".	HR		
Policy	Develop and implement a mechanism for regularly communicated policy changes and DEI initiatives/work to the CU community.	HR		
Professional Development	Provide employees with training about civil discourse and how to have difficult conversations related to diversity, equity, and inclusion. Hold those conversations.	HR; Executive Director of DEI ; CELT		
Professional Development	Follow up the implicit bias online training with role play training so that faculty and staff know how to appropriately handle situations when they observe microaggressions.	HR		
Professional Development	Require professional development in methods for increasing underprivileged students' success.	HR		
Professional Development	Provide faculty and staff support for developing and executing alternative break trips that focus on diversity/engagement.	President's Cabinet		
Professional Development	Develop a team of trained internal leaders/mentors.	Executive Director of DEI		
Student Learning	Identify specific DEI Program Learning Outcomes for the College (part of SL), Seminary, and Law School. For example, "Students will be able to articulate why and how DEI is important and how their education has prepared them for a diverse world" and "Students will have the knowledge, skills, and attitudes to be able to act as an ally for DEI individuals and issues."	Assessment Director		

Topic	Action Item	Responsible Party	Progress	Status
Student Learning	Align a set of courses that can be noted on the students' transcripts to identify that they have extended training with DEI issues	Executive Director of DEI in collaboration with faculty		
Student Learning	Identify how learning outcomes are delivered by co-curricular experiences and assess.	SCE; Assessment Director		
Student Learning	Include "transformation" as a shared goal of diversity education.	Executive Director of DEI		
Student Recruitment	Actively promote the ODI programs/ opportunities/ diversity for incoming students/ families.	Admission		
Student Recruitment	Review and revise admissions materials (paper and website), and review admissions practices (such as the on-campus tour) to ensure that it is clearer to prospective students what it means that CU has a Lutheran affiliation. All materials should make clear that conversion to Christianity or membership in a Christian/Lutheran church is not a requirement for admission as a student.	Admission		
Student Recruitment	Increase diversity in admission (have campus be more reflective of society)	Admission		
Student Recruitment	Communicate accurate information about the diversity of CU, not just the aspirational diversity of the institution.	Admission		