

Human Development Institute

Strategic Plan

2022—2023

MINERAL INDUSTRIES BUILDING

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Our Vision

HDI's vision is the full participation and contribution of all people with disabilities in all aspects of society.

Our Mission

HDI's mission is to advance efforts that build inclusive communities, address inequities, and improve the lives of all people who experience disability across the lifespan. We achieve our mission through leadership and community partnerships across Kentucky and the Nation.

Leadership

Goal: Further establish HDI as a university, state, and national leader on disability by recruiting, developing, retaining, and advancing an increasingly skilled and diverse workforce.

Objective 1: Recruit, develop, and retain talent having knowledge, skills, and abilities that contribute to advancing HDI's mission, with a focus on increasing representation from diverse populations.

Activity 1A: Initiate a national search to recruit and hire a diversity, equity, and inclusion (DEI) lead.

Activity 1B: Establish a workgroup, inclusive of diverse populations, and including representation from HDI leadership, human resources, and DEI Work Team to study matters related to staff recruitment, development, and retention and make recommendations to the Executive Director.

Action 1B(i): Study the extent to which individuals representing diverse populations are underrepresented on HDI's staff and make recommendations to increase representation from diverse populations.

Action 1B(ii): Study the current state of succession planning and recommend actionable steps to ensure Institute-wide succession and employee progression planning.

Activity 1C: Draft and implement a recruitment, development, and retention plan, informed by the lived experiences of diverse populations and aligned with the Employee Recruitment and Retention project in the University of Kentucky's DEI Implementation Plan.

Metrics:

- ☐ By the end of year 1, make recommendation for the hire of a DEI lead.
- ☐ By the end of year 2, develop and implement a recruitment, development, and retention plan.

Objective 2: Identify and address barriers reducing or preventing the advancement of underserved groups within the Institute.

Activity 2A: Publish HDI's prior achievements in minimizing or eliminating barriers to advancement for underserved groups within the Institute.

Activity 2B: Study the extent to which, if any, disparities exist in terms of opportunity for advancement of diverse populations within the Institute.

Activity 2C: Develop a report to the Executive Director, including recommendations on actionable steps to address identified barriers to the advancement of underserved groups within the Institute.

Activity 2D: Expand Consumer Advisory Council membership to include greater representation of people with disabilities.

Metrics:

- ☐ By the end of year 1, a study is completed, and recommendations made on actionable steps to address barriers to advancing diverse populations within the Institute.
- ☐ By the end of year 2, with the approval of the Executive Director, an implementation timeline will be developed.
- ☐ By the end of year 2, at least 51% of the Consumer Advisory Council members identify as having lived experience as a person with a disability.

Objective 3: Enhance HDI's professional development and training efforts to increase further the leadership capacity of a diverse staff and students, particularly leadership by people with disabilities.

Activity 3A: Evaluate, across all levels of the Institute, the perceived relevance of existing training and professional development materials and opportunities as part of better understanding staff preferences and needs.

Activity 3B: Study HDI's Leadership & Self-Advocacy priority area's impact on developing leaders with disabilities.

Activity 3C: Make recommendations to the findings in Activities 1-2.

Activity 3D: Develop a training and professional development plan focused on further increasing the leadership capacity of a diverse staff, with a focus on leadership by people with disabilities.

Activity 3E: Using the HDI Family Mentorship Program as a model, develop an HDI Disability Mentorship Program to expand leadership and mentoring relationships that both provide opportunities for HDI trainees and build the talent pipeline of future professionals with and without disabilities.

Activity 3F: Refine and expand the Leadership Education in Neurodevelopmental Disabilities (LEND) training program and certificates in Developmental Disabilities, Universal Design, and Return to Work as a means of leadership development for diverse and highly qualified trainees.

Metrics:

- ☐ By the end of year 1, complete HDI organizational scan on the training and professional development needs of staff related to leadership.
- ☐ By the end of year 2, develop a training and professional development plan designed to increase the leadership capacity of a diverse staff, focusing on leadership by people with disabilities.
- ☐ By the end of year 1, launch the HDI Disability Mentorship Program with at least 10 identified mentors.
- ☐ By the end of year 2, create at least 10 Disability Mentorship matches.
- ☐ Each year, recruit diverse, inclusive, and talented cadres of 9 LEND trainees, 3 Developmental Disabilities certificate students, 8 Universal Design certificate students, and 10 Return to Work students.

Objective 4: Further cultivate a hospitable, safe, and inclusive professional environment where all staff can thrive as they experience belonging, meaning, and engagement in their work, and are encouraged to participate in the free and open exchange of ideas.

Activity 4A: Increase Institute-wide awareness of UK Human Resources policies and procedures.

Activity 4B: Support Project Directors and Principal Investigators in developing staffing plans that both meet project goals and promote the health, safety, productivity, and overall well-being of staff.

Activity 4C: Continue intentional and ongoing engagement with staff, such as Office Hour, State of HDI updates, UK Human Resources trainings, and staff meetings, to further cultivate and ensure a hospitable, safe, and inclusive professional environment for all staff, across all levels of the Institute.

Metrics:

- ☐ Each year, complete the staffing plan that promotes the health, safety, productivity, and overall well-being of staff.
- ☐ By the end of year 2, complete two activities that support employee belonging, meaning, and engagement in their work.
- ☐ By the end of year 2, staff reporting that they have a sense of belonging, meaning, and engagement in their work is increased by 15%.

Research & Scholarship

Goal: Expand HDI's capacity, impact, and standing as a major state and national research institute.

Objective 1: Increase the quality and quantity of competitive research grant proposals.

Activity 1A: Engage University of Kentucky and external collaborators for inter-disciplinary and multi-university research projects.

Activity 1B: Identify and submit proposals related to HDI priority areas for future research.

Metrics:

- ☐ Each year, at least two interdisciplinary, multi-university research proposals submitted (quantity) that are consistent with HDI's mission and priority areas (quality);
- ☐ Each year, at least one multi-university collaborative research proposal submitted;
- ☐ Each year, at least one interdisciplinary research project submitted in collaboration with other University of Kentucky departments/units;

- ☐ Each year, at least one research proposal submitted that aims to further examine an HDI priority content area.

Objective 2: Increase HDI staff research and evaluation capacity.

Activity 2A: Increase support for HDI staff to develop scholarly dissemination products.

Activity 2B: Host Research and Evaluation Committee meetings to develop resources and training opportunities for HDI staff.

Activity 2C: Expand the “What’s New in Inclusion Research” series with presentations by HDI staff and collaborators.

Activity 2D: Provide opportunity for pilot projects through HDI’s Fund for Excellence.

Metrics:

- ☐ At the end of year one, needs assessment results provided to HDI Research and Evaluation committee for prioritizing and making recommendations to HDI Director of Research and Training.
- ☐ Each year, at least 4 Research and Evaluation Committee meetings held;
- ☐ Each year, at least 10 “What’s New in Inclusion Research” series presentations held;
- ☐ Each year, at least 3 FFE projects funded.

Objective 3: Increase the quality, quantity, and impact/reach of scholarly dissemination products.

Activity 3A: Increase the number of manuscripts that are submitted to peer-reviewed scholarly journals.

Activity 3B: Increase the number of presentations delivered at conferences of national and international professional associations and learned societies.

Activity 3C: Increase the number and impact of HDI research briefs.

Activity 3D: Increase the number of HDI staff who contribute to the development of scholarly dissemination products.

Activity 3E: Increase opportunities for students and people with disabilities (e.g., LEND trainees, certificate students, research assistants, student employees, HDI staff) to participate in development of scholarly dissemination activities.

Metrics:

- ☐ Each year, at least 25 manuscripts submitted to peer-reviewed journals with an average circulation rate of more than 2000 and an average impact factor greater than 1.0;
- ☐ Each year, at least 8 research articles submitted that meet social science conventions for evidence-based studies;
- ☐ Each year, at least 3 research briefs posted on the HDI website;
- ☐ Each year, at least 20 HDI staff co-author or co-present a dissemination product, such as presentation, poster, manual, resource, training module;
- ☐ Each year, at least three students and three people with disabilities author or co-author conference presentation and/or professional publication.

Universal Design

Goal: Expand HDI's capacity, impact, and standing as a national leader in Universal Design.*

Objective 1: Increase the organizational capacity of HDI to model the principles of Universal Design (UD) in the development and dissemination of products and the delivery of services.

Activity 1A: Provide opportunities for HDI staff to be trained in UD.

Activity 1B: Host UD team sponsored events for HDI staff to learn about new accessibility strategies.

Activity 1C: Utilize the UD Teams Page as a community space for staff to ask and collectively brainstorm on making projects more accessible and inclusive.

Activity 1D: Spotlight staff who are modeling UD principles in their project work.

Activity 1E: Incorporate UD strategies in the staff recruitment and retention process.

Metrics:

- ☐ Each year, 12 HDI communications include UD Teams link
- ☐ Each year, 25% of staff will be trained on UD
- ☐ Each year, there will be a 10% increase in staff use of UD principles in their projects.
- ☐ By the end of Year 1, sample MJR's available for use in creation of staff positions
- ☐ By the end of Year 2, at least one training for relevant staff is held on incorporating UD strategies in the recruitment and retention process.

Objective 2: Increase partners' and other stakeholders' knowledge of Universal Design (UD) and how it can be implemented in their work.

Activity 2A: Provide training opportunities in UD for HDI partners and other stakeholders.

Activity 2B: Plan and launch the HDI Professional Certificate in UD Program.

Activity 2C: Market the HDI Professional Certificate in UD to University audiences, external partner agencies/ organizations, and other stakeholders.

Metrics:

- ☐ Each year, 25 people (external to HDI) have been trained in UD
- ☐ By the end of Year 1, the HDI Professional Certificate in UD is marketed to 50 organizations
- ☐ By the end of Year 2, two organizations participate in the HDI Professional Certificate in UD

Objective 3: Add to the Universal Design (UD) knowledge base.

Activity 3A: Write articles, present statewide and nationally on UD.

Activity 3B: Pursue joint efforts with the UK Center for the Enhancement of Learning and Teaching and other UK Departments and interested faculty, as appropriate.

Activity 3C: Increase the number of UD presentations by HDI staff, including presentations through the HDI University Lecture Series.

Metrics:

- ☐ Each year, four state or national presentations on UD are held
- ☐ Each year, two UD articles (e.g. blogpost, manuscript, brief) with national reach are developed
- ☐ Each year, two UK departments partner with HDI on UD related activities

* We define Universal Design to include Universal Design for Learning.

Expanding Our Reach

Goal: Significantly contribute to improving the lives of all people who experience disability across the lifespan through efficient and effective community awareness, information sharing, and service.

Objective 1: Maximize the impact of Information Services through awareness, outreach, and engagement.

Activity 1A: Identify fiscal and human resources needed to maximize the impact of Information Services and make recommendations to the Executive Director.

Activity 1B: Develop and implement a comprehensive communication plan.

Activity 1C: Evaluate impact and continuously refine efforts.

Metrics:

- ☐ By the end of Year one, a comprehensive communication plan is developed
- ☐ By the end of Year two, a comprehensive communication plan is fully implemented
- ☐ Each year, a Continuous Quality Improvement cycle is completed to review messaging efforts and make appropriate refinements.

Objective 2: Increase awareness and knowledge of HDI throughout the state.

Activity: Develop plain language informational/ promotional materials about HDI's vision, mission, and activities to be used by all staff.

Metric:

- ☐ By the end of Year one, complete and disseminate a communication strategy that promotes consistent plain language messaging across projects

Objective 3: Enhance current and establish new partnerships through listening, responding to feedback, and providing information about HDI programs and services.

Activity 3A: Evaluate current and identify prospective partnerships to advance HDI's vision, mission, and strategic plan.

Activity 3B: Seek feedback/input from partners, people with disabilities, their families and networks of support about HDI messaging, activities, events, and effectiveness.

Metrics:

- ☐ By the end of Year one, the Division Directors will complete an internal assessment about current and prospective partnerships that further HDI mission and vision
- ☐ By the end of Year two, complete two collaborative activities that strengthen the relationships with partners

Objective 4: Create and share materials that advance efforts promoting the full participation and contribution of all people with disabilities in all aspects of society.

Activity 4A: Create and share materials about advancing efforts to build inclusive communities.

Activity 4B: Create and share materials about advancing efforts to address inequities for people with disabilities.

Activity 4C: Create and share materials about advancing efforts to improve the lives of people who experience disability across the lifespan.

Metrics:

- ☐ By the end of Year 2, two products focusing on building inclusive communities are developed and disseminated.
- ☐ By the end of Year 2, two products focusing on research, practices and policies that address inequities faced by people with disabilities are developed and disseminated.
- ☐ By the end of Year 2, two products focusing on one or more of the following areas of emphasis — employment, aging, health - are developed and disseminated.

For questions about the HDI 2022—2023 Strategic Plan, please contact Executive Director, Kathy Sheppard-Jones, at 859-257-8104 or email kjone@uky.edu. This strategic plan is also available online at hdi.uky.edu