STRATEGIC IMPLEMENTATION PLAN

Contents

HARVARD T.H. CHAN

SCHOOL OF PUBLIC HEALTH
Office of Diversity and Inclusion

677 Huntington Avenue | Boston, MA 02115 | 617-495-1000

https://www.hsph.harvard.edu/diversity

INTRODUCTION

Executive Summary

The Diversity Strategic Implementation Plan (SIP) is intended to articulate specifics with respect to timelines and key variables related to the implementation of action steps identified under the three priority areas outlined in this document: *Leadership and Infrastructure*, *Learning Culture at Harvard Chan School*, and *Our People and Their Success*. Our three main strategic plan goals are housed under each priority area, and goals were identified to drive a series of objectives and action items stemming from conversations, assessment and analysis on areas for growth. The content below summarizes a set of goals, objectives, and general themes reflecting sub-categories of identified action steps derived from the Strategic Planning Working Group's conversations, document review efforts, and assessment of critical issues.

The items below speak to critical and foundational needs and opportunities. Under each goal are a set of themes (i.e. categories) with their own respective set of objectives and action item(s).

Leadership & Institutional Systems

Goal 1: Build institutional systems and policies coupled with leadership practices and organizational resources that allow for sustainable diversity best practices and progress across core functions of the school

- Mission & Vision
- Strategy and Implementation
- Marketing & Communication
- Assessment
- Bias & Hate Response
- Community Engagement
- Recognition
- Calendar of Events
- Personnel & Resources

Learning Culture at Harvard Chan School

Goal 2: Establish institutional policies, practices, and expectations for our leaders and all community members that center the development of awareness, knowledge, and skills necessary for fostering cultures of belonging and inclusion

- Policy
- Learning & Development Activities & Content
- Inclusive Language and Foundational Concepts
- Curriculum & Courses

Diversity of Our People & Their Success

Goal 3: Increase representation of historically marginalized communities, underrepresented Black, Indigenous and communities of color, and access to resources, programs, and networks that promote success and value unique perspectives in an anti-oppressive environment

- Employee Recruitment & Selection
- Student Recruitment & Selection
- Systems & Policy
- Supporting Historically Marginalized Groups
- Pathways & Pipelines

Powerful ideas for a

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH Sebastian S. Kresge Building

Executive Summary *continued*

As we progress through each academic year, we will remain flexible and adaptive throughout each implementation cycle. In some instances, we may need to adjust our approach along the way. Having clear measures for progress and evaluation will be important both during and at the end of the academic year. This document serves as a tool and roadmap for our institution and those directly involved in the implementation efforts year to year.

Because there is much to accomplish each year, we want to ensure that we prioritize and enter each academic year with a balanced set of priorities and action items that we can build on and cements a foundation for future work in subsequent years. Systems of accountability and metrics for success must be the underpinnings of this document in order for the goals to be actualized.

Members of the Office of Diversity and Inclusion

The Office of Diversity and Inclusion (ODI) is a professional staff department whose role is to advance our understandings of the equity, diversity, inclusion and belonging at the Harvard T. H. Chan School of Public Health as Harvard University moves into the future. Our professional staff are committed to the development, implementation, and assessment of key strategic initiatives that will enhance our diversity capabilities across multiple dimensions of the institution. ODI is comprised of multiple professional staff members whose work maintains a focus in areas that shape experiences for all of our stakeholders.

The staff members from the Office of Diversity and Inclusion are:
- **Lilu Barbosa,** Chief Diversity, Inclusion & Belonging Officer
- **Betty Johnson,** Assistant Dean for Faculty and Staff Diversity, Development, and Leadership
- **Ra'Shaun Nalls,** Director of Community Engagement
- **Erica Knight,** Assistant Director of Student Access & Pathway Initiatives
- **Jennifer Castro,** Director of Strategic Projects and Diversity Education
- **Manny Lim,** Executive Assistant

Our Office of Diversity and Inclusion can be contacted at the following email: odi@hsph.harvard.edu.

Members of the Strategic Planning Working Group

The Strategic Planning Working Group (SPWG), is a part of the Dean's Advisory Committee for Diversity and Inclusion (DACDI), and is comprised of Harvard T.H. Chan School of Public Health senior administrators, faculty, staff, researchers, and students affiliated with various offices and departments. This group's work provided key contributions in guiding progress through the various phases of strategic planning: *priority identification, iterative content development, data review,* and *community engagement*. The strategic planning process was charged with the development of a resourced three-year diversity strategic plan and strategic implementation plan intended to foster measurable progress with our diversity priorities.

The members of the DACDI Strategic Planning Working Group in 2020-2021 are:
- **Lilu Barbosa,** Chief Diversity, Inclusion & Belonging Officer
- **Senait Mulu,** Co-Chair of DACDI; Staff
- **Betty Johnson,** Assistant Dean for Faculty and Staff Diversity, Development, and Leadership
- **Sawhel Maali,** Equity, Diversity, and Inclusion Fellow in the Office of Diversity and Inclusion
- **Isha Nirola,** Equity, Diversity, and Inclusion Fellow in the Office of Diversity and Inclusion
- **Robin Glover,** Associate Dean of Student Services
- **Jennifer Betancourt,** Director of Educational Policy
- **Susan Roth,** Senior Manager for Program Delivery
- **Kamaria Hayden,** Hiring and Project Manager at CBAR
- **Constantine Psimopoulos,** Staff, Faculty Coordinator, CAP-CVD
- **Kerry Ivey,** Research Scientist
- **Irini Albanti,** Staff, Non-academic Instructor
- **Katie Hope,** Executive Dean for Administration
- **Kirthana Sharma,** Alumni, Senior Research Manager, at Rutgers Global Health Institute

IMPLEMENTATION: OVERVIEW

Monitoring Progress

For the Office of Diversity and Inclusion (ODI) to ensure progress with the implementation of identified objectives and action steps, it will be important to take an active role in monitoring and partnering with individuals, offices, and committees essential to implementing and executing action items identified in the strategic plan. In addition, ODI will be able to utilize the Dean's Advisory Committee for Diversity and Inclusion (DACDI) to assist with implementation planning supports during implementation cycles in the 2021-2024 academic years.

DACDI Strategic Implementation Working Group

In order to support the effective implementation of the Signature Projects and action items reflected in the Strategic Plan for academic years 2021-2024, the Office of Diversity and Inclusion will utilize implementation working groups to help monitor and provide support with execution of action steps over the course of each academic year. The implementation working groups will also help derive meaning from data and insights collected from various offices around progress being made and barriers to successful implementation of action items.

A summary of key steps that will be utilized by the Strategic Implementation Working Group to support the implementation process:

Summer/Fall

1. **Initial Strategic Diversity Implementation Convening:**
   a. This session is intended to convene members of key offices and departments serving in an implementation lead role with respect to a Signature Project identified in the Strategic Plan.
   b. This session will be used to provide an overview of the Implementation Plan supports for the academic year.
   c. It will also serve as an opportunity for collective dialogue on any critical issues or anticipated needs and concerns.
2. **Identify Departmental Lead to Partner with DACDI Implementation Working Group**
   a. Each department that is in a lead implementation role on a Signature Project will identify an individual (i.e., a departmental lead) to partner with the Strategic Implementation Working Group during the academic year.
   b. These departmental leads will meet with a Strategic Implementation Working Group once in the Fall semester, once during Winter recess, and once in the Spring semester.
   c. These departmental leads will have access to a Strategic Implementation Working Group member(s) who will engage with them during the academic year on progress.

Fall

3. **Harvard Chan School Strategic Plan Launch & Kick-Off Summit**

    a. This event will serve to open up the academic year and will provide an opportunity to highlight priority objectives for the coming academic year, key updates, action steps already taken, and to highlight the role of the Office of Diversity and Inclusion and DACDI in ensuring progress with key items.

    b. This session is intended for all members of the Harvard Chan community and will be held in early Fall semester (i.e., September).

4. **Collective Meeting for Strategic Implementation Working Group Members**

    a. Meeting is intended for all members of Strategic Implementation Working Group and will serve as an opportunity to debrief on key updates, insights and areas to focus attention with respect to implementation.

5. **Meeting Between Departmental Leads and Corresponding Strategic Implementation Working Group Member(s)**

    a. This is an opportunity for each department lead to engage one-on-one with Strategic Implementation Working Group member(s) on needs, emerging issues, and/or items that may be critical to action steps being taken.

6. **Collective Meeting for Strategic Implementation Working Group Members**

    a. Meeting is intended for all members of Strategic Implementation Working Group and will serve as an opportunity to debrief on key updates, insights and areas to focus attention with respect to implementation.

Winter Break

7. **Strategic Diversity Implementation Session Convening, Part II**

    a. This session is intended to convene members of key offices and departments serving in an implementation lead role with respect to a Signature Project identified in the Strategic Plan.

    b. The session will also provide an opportunity for collective engagement across departments to discuss progress on current plans with respect to diversity signature project items and action items for the pending academic year.

    c. The meeting will provide a space for departments to share and engage to 1) discuss and explore emerging issues and opportunities, 2) share highlights in areas of progress, and 3) discuss any critical issues and pose questions to the group,. as well as offer resources, solutions, and guidance relative to the focus of the group.

Spring

8. **Collective Meeting for Strategic Implementation Working Group Members**
    a. Meeting is intended for all members of Strategic Implementation Working Group and will serve as an opportunity to debrief on key updates, insights and areas to focus attention with respect to implementation.

9. **Meeting Between Departmental Leads and Corresponding Strategic Implementation Working Group Member(s)**
    a. This is an opportunity for each department liaison to engage one-on-one with Strategic Planning Working Group member(s) on needs, emerging issues, or items that may be critical to action steps being taken.

10. **Collective Meeting for Strategic Implementation Working Group Members**
    a. Meeting is intended for all members of Strategic Implementation Working Group and will serve as an opportunity to debrief on key updates, insights and areas to focus attention with respect to implementation.
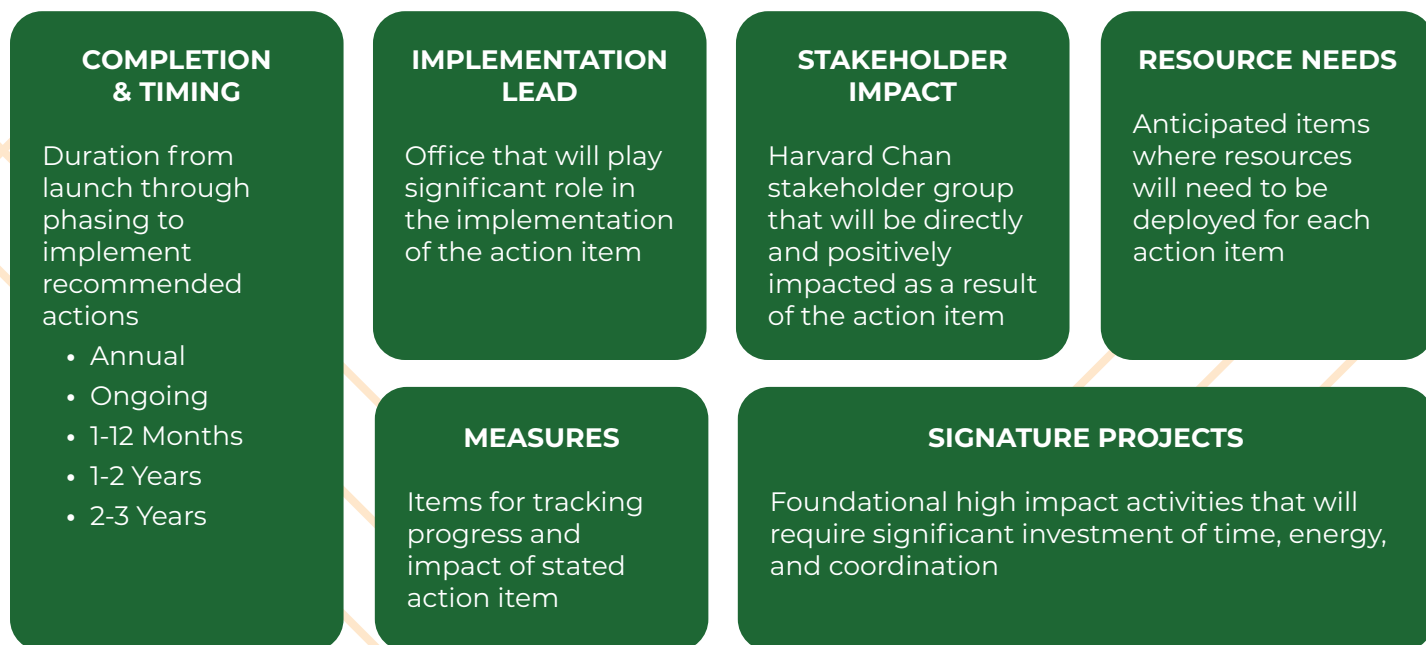
11. **Strategic Diversity Implementation Session Convening at the End of the Year**
    a. This meeting is intended for key offices and departments serving in an implementation lead role and it will be an opportunity for engagement in a space of peer learning to 1) debrief steps taken during the year, 2) discuss any salient challenges that emerged along the way, 3) share successes experienced within departments, 4) explore critical next step items, and 5) provide any additional feedback to ODI.
    b. Insights and feedback will be collected to also inform the diversity end-of-year annual report.

Mapping Action Items

The SIP will be overseen by the Office of Diversity and Inclusion, which involves maximizing efforts of the DACDI Strategic Plan Implementation Working Group. This Implementation Overview maps the stated action item to the following items: Completion & Timing, Implementation Lead, Stakeholder Impact, Resource Needs, and Measures.

The key components of the implementation plan are defined in the following ways:

COMPLETION & TIMING

Duration from launch through phasing to implement recommended actions
- Annual
- Ongoing
- 1-12 Months
- 1-2 Years
- 2-3 Years

IMPLEMENTATION LEAD

Office that will play significant role in the implementation of the action item

STAKEHOLDER IMPACT

Harvard Chan stakeholder group that will be directly and positively impacted as a result of the action item

RESOURCE NEEDS

Anticipated items where resources will need to be deployed for each action item

MEASURES

Items for tracking progress and impact of stated action item

SIGNATURE PROJECTS

Foundational high impact activities that will require significant investment of time, energy, and coordination

ACCOUNTABILITY FOR OUR WORK AHEAD

We know that the best practice in organizational diversity work requires a strong leadership commitment and systems of accountability throughout the institution. This was a salient point in our strategic planning process, and our Harvard T.H. Chan School of Public Health community members were loud and clear on this point. To attain our goals, we need to embody as a community, a mental orientation grounded in personal and organizational accountability.

And so, what does it look like? The responsibility of enacting change for greater equity, diversity, inclusion and belonging (EDIB) is not just the sole responsibility or burden of a small group of individuals, or an individual office. It is also the responsibility of all leaders, managers, and community members within the Harvard Chan School. In addition, an ongoing commitment to EDIB is not just about having a personal set of espoused values and principles, but rather it is about having a commitment to EDIB that is reinforced, actualized, and made possible by a set of policies, practices, and actions that are measured and evaluated within an institution.

In holding ourselves and each other accountable, EDIB practices must be included in our budgeting, our goal setting processes, and the evaluation of goals, performance, progress, and outcomes for all of our core functions. The vision is to be an institution where EDIB principles are embedded into our thinking, planning, and decision making throughout the institution—and one where we hold ourselves accountable when we fall short. It means that we evaluate the work we have done, we assess where we are, and use that information and new knowledge to inform the future steps that we will take. In time, this becomes the culture and an ongoing cyclical process that we all embrace. It is ultimately a process of ongoing examination and growth.

There is also the element of a personal commitment to EDIB that is crucial. As individuals, our thinking and personal level of commitment can either propel us forward or limit the progress we can make. We do not expect everyone to know everything on all matters of diversity, but we will need everyone to have a personal commitment to accountability, growth, and action in our respective spheres of influence. Once we become aware of the opportunities before us to make change and disrupt systems of oppression, it is then our responsibility to take action where we can. For our students, our spheres of influence may include our classrooms, student organizations, lab settings, and residential environments, for example. For our staff, faculty, postdoctoral fellows, and researchers, consider the departments, committees, working groups, and various professional activities engaged in daily and the opportunities that exist in those spaces. And for all of our stakeholders, we ask that everyone recall the many interpersonal interactions had each day, and the role one plays in those moments.

Consider the many opportunities to name an issue, pose a new perspective, or shift momentum towards a much-needed topic. We need to be active and not passive in these moments—as there is a cost to our relationships, community, and institutional goals when we resort to inaction and silence. And for those that hold positional power in a given setting (e.g., student leader or departmental manager, for example), there is an opportunity to positively impact that environment for the better. As a community, we will need everyone to continue to learn more where they can and be committed to action and tangible action steps at all times.
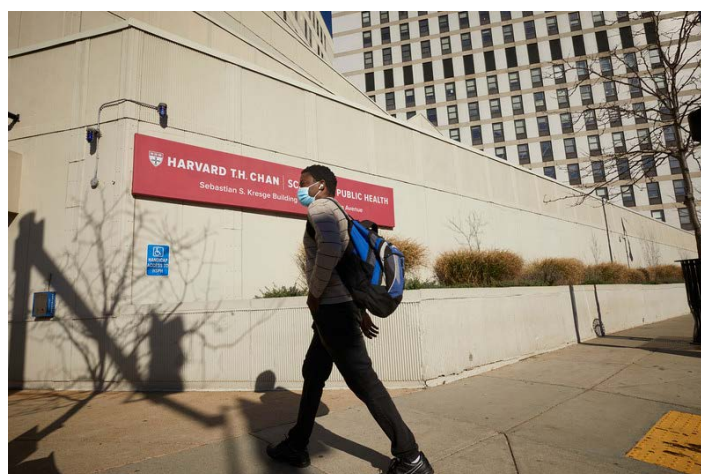
> *"When a society allows anyone to be treated as less than equal and therefore less than fully human, we not only rob those people of their full humanity, we also become complicit in their mistreatment."* —Helen Zia, journalist and community activist

IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems:
Build institutional systems and policies coupled with leadership practices and organizational resources that allow for sustainable diversity best practices and progress across core functions of the school

Objective: Establish clear mission, vision and values statement at School level that guide efforts					**Theme:** Mission & Vision
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Develop inclusive excellence/diversity statement for the School that aligns with Mission and Values language *HIGH Priority Action*	DACDI Strategic Plan Implementation Working Group	1-12 Months	All HSPH	Personnel Time	• Visible Inclusive Excellence Vision Statement on web and key documents
Support departments with developing language and strategies for communicating importance of diversity relative to the professional, academic, and research mission at department level *HIGH Priority Action*	Office of Diversity and Inclusion	Ongoing	All HSPH	Personnel Time	• Clear method for communication on DIB efforts at department level • Consistent and regular communications • Recurring agenda items at key meetings

Objective: Develop resourced strategic implementation plan for the School and implementation teams to support goal attainment and progress					**Theme:** Strategy & Implementation
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Establish implementation teams through DACDI to ensure effective execution of strategic plan priority goals during the year *HIGH Priority Action*	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time	• Completion of meetings implementation lead and implementation team • Implementation of action item • Tracking of efforts into Annual Report
Generate annual end of year strategic plan report on progress with implementation of action items *HIGH Priority Action*	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time	• Collect data on completed steps from implementation team • Draft DIB Annual Report

Objective: Establish Departmental Action Plans (DAP) with systems for planning, implementation, and reporting progress for administrative and academic units					**Theme:** Strategy & Implementation
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Collect Department Action Plan (DAP) progress reports from each department at end of academic year for review and feedback *HIGH Priority Action*	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time Annual Department Action Plan (DAP) Template	• Department development of action plan for academic year • Submission of action plan to ODI at start of year
Signature Project: Engage in cyclical engagement between Office of Diversity and Inclusion and departmental DIB committees to support progress, collaboration and communication during the year *HIGH Priority Action*	Office of Diversity and Inclusion	Ongoing	All HSPH	Personnel Time DIB Expectations & Partnership Guide	• Completion of meetings between ODI and department DIB committees in fall and spring • Completion of cross departmental meetings with liaisons from each department
Progress Report Committee to review departmental progress report and provide feedback for department *HIGH Priority Action*	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time	• Progress report template for departments • Submission of Progress Report at the end of year • Feedback submitted by review committee to department

IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems *continued*

Objective: Increase level of clear and transparent communication, access to data, and access to metrics for success on School and departmental DIB endeavors				**Theme:** Marketing & Communication	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Provide regular and reoccurring communication to senior leadership on critical items of implementation plan during year	Office of Diversity and Inclusion	Monthly	Senior Leadership	Personnel Time	· Completion of monthly communications/ updates to Academic Council on DIB efforts and steps taken
Implement monthly DIB newsletter via Emma platform speaking to strategic action steps, progress and key updates on issues impacting Harvard Chan stakeholders	Office of Diversity and Inclusion	Ongoing	All HSPH	Use of Emma communication platform Personnel Time	· Completion of monthly DIB updates to entire Harvard Chan community · Open rate for newsletter · Percentage of community stakeholders accessing content
Implement weekly ODI ListServ communications	Office of Diversity and Inclusion	Ongoing	All HSPH (Subscribed Individuals)	Personnel Time Outlook Email	· Completion of weekly emails sent · Increased subscriptions to ListServ during year
Hold annual end-of-year presentations for Harvard Chan community (that are also recorded) on key areas of progress, challenges, and thoughts for next academic year	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time 3Play Captioning Service Zoom Recording	· Completed recording posted to web at end of fiscal year · Communication to alert community on recording · Percentage of community stakeholders accessing content
Create community access to strategic planning documents and progress reports on the ODI web page	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time	· Report uploaded to web · Communication to alert community on recording · Percentage of community stakeholders accessing content
Develop recorded webinars and/or feature stories, when needed, on critical and high-impact activities that will impact the stakeholder experience *MEDIUM Priority Action*	Office of Diversity and Inclusion Office of Communications	Annual	All HSPH	Personnel Time Intern/EDI Fellow Assigned to Project	· Identification of promising practices to highlight each year · Completed recording/article posted to web · Completed communication regarding feature on web · Open rate for newsletter · Percentage of community stakeholders accessing content

IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems *continued*

Objective: Conduct periodic assessments and review of climate, policies and practices				**Theme:** Assessment	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Implement DIB climate assessment in Spring 2022 and periodically thereafter (i.e., every 3 years) at the School level that also provides access to disaggregated data across departments (e.g., by department; by demographic group) *HIGH Priority Action*	DACDI Assessment Working Group	1-12 Months	All HSPH	Personnel Time External Instrument & Vendor Marketing Campaign Material Incentives for Survey Completion	· Formed climate assessment planning team · Completed communications to senior and department leaders · Completed communications to Harvard Chan community · Response rate of climate assessment
Compile aggregated data from exit surveys and other evaluations to include in reports on DIB related trends *HIGH Priority Action*	Office of Educational Programs Office of Human Resources Office of Diversity and Inclusion	1-12 Months	Students	Personnel Time	· Completion of data gathering from key offices · Analysis of data for themes · Incorporation of data and findings into DIB annual report
Incorporate assessment practices specific to unique departmental needs into the Departmental Action Plan (DAP) activities *HIGH Priority Action*	Office of Diversity and Inclusion	1-12 Months	Academic and Administrative Departments	Personnel Time	· Identification of key areas for assessment · Identification/development of assessment tool · Administration of assessment · Analysis of data to identify themes

Objective: Implement effective systems for reporting, tracking, and responding to incidents of bias and hate				**Theme:** Bias and Hate Response	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Include information on systems for bias reporting and follow up in new student orientation and new employee orientation materials *HIGH Priority Action*	Bias Response Team	1-12 Months	All HSPH	Personnel Time	· Addition of updated bias reporting information to Canvas for new students · Addition of updated bias reporting information to OFA and HR Orientation page · Disseminated bias reporting material and student and employee orientation
Continue with development of Bias Response Team at Harvard Chan School and develop necessary systems for responding to reported incidents that align with new University anti-discrimination policy and defined problem behaviors *HIGH Priority Action*	Bias Response Team	1-12 Months	All HSPH	Personnel Time Bias Response Team Member Resources Training for Bias Response Team Members	· Development of resources and guides for response team members · Completed training during year for Bias Response Team on anti-discrimination policy and implications
Develop bias response overview video content for sharing with community and departments *HIGH Priority Action*	Bias Response Team Office of Communications	1-12 Months	All HSPH	Personnel Time 3Play Captioning	· Development of video content · Completed recording of video · Completed upload of content to web · Implemented communication plan to community · Click rate for video content

IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems *continued*

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop FAQ on Harvard Chan School response to hate and bias incidents for ODI web page *HIGH Priority Action*	Bias Response Team	1-12 Months	All HSPH	Personnel Time	• Development of FAQ content • Completed upload of content to web • Implemented communication plan to community
Signature Project: Develop accessible *Harvard Chan Resource Guide for Responding to Hate & Bias* to be shared as a part of student and employee orientation *HIGH Priority Action*	Bias Response Team	1-12 Months	All HSPH	Personnel Time Vendor for Graphic Design of Guide	• Development of guide content • Completed upload of content to web • Dissemination of content as part of new student and new employee orientation • Implemented communication plan to community
Develop bias response web content that is accessible from Student Affairs, Faculty Affairs and Human Resources web content *HIGH Priority Action*	Bias Response Team	1-2 Years	All HSPH	Personnel Time	• Placement of web link on pages of key offices
Implement new University-wide anti-discrimination policy on racial discrimination and harassment that informs follow-up actions taken at School level *HIGH Priority Action*	Office of Human Resources Office of Faculty Affairs Office of Student Services Bias Response Team	1-2 Years	All HSPH	Personnel Time	• Addition of overview of anti-discrimination policy language to bias response training • Articulation of defined clear processes for responding to incidents that violate new policy • Education to Harvard Chan community on implications of bias response practices and new policy
Implement virtual self-paced modules that highlight new anti-discrimination policy and resources for reporting *HIGH Priority Action*	Office of Human Resources Office of Faculty Affairs Office of Student Services Bias Response Team Office of Communications	1-2 Years	All HSPH	Personnel Time 3Play Captioning	• Identified internal/external vendor to develop content • Creation of module • Tracking of completion among students, faculty and staff • Tracking of completion among managers
Signature Project: Develop new and consistent practices and hold regular training for members of Bias Response Team during academic year *HIGH Priority Action*	Office of Diversity and Inclusion	Ongoing	Bias Response Team Members	Personnel Time Facilitator for Bias Response Team Members Training supplies and resources	• Dissemination of handouts and resources to bias response training participants • Completed trainings during year by Bias Response Team members • Tracking of number of Bias Response Team members participating
Present mid-year and end of year bias Incident Status Report to School and department leadership (i.e., Academic Council and Education Planning Committee) each academic year	Office of Diversity and Inclusion	Annual	Senior Leadership & Department Leaders	Personnel Time	• Collected data on reported bias incidents and follow up taken • Completion of Bias Incident Status Report (i.e., mid-year and end-of-year) • Completed presentation to senior leaders and department leadership at end of fall and end-of-year

IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems *continued*					
Objective: Establish internal system for data capture and a web-based homepage on community engagement activities at Harvard Chan School				**Theme:** Community Engagement	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Develop a web-based landing page highlighting active community-based research and community engagement projects at Harvard Chan School	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time	· Tracking number of active community-based research projects each year · Tracking types of community engagement activities each year · Tracking faculty and researchers leading community based research projects and activities each year
Establish a mechanism for capturing data on current community-based research involving faculty and researchers	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time Qualtrics	· Completed data capture surveys each year · Tracking updates to community engagement activity data each year
Objective: Implement systems for employee incentives and recognition that drive progress on DIB activities and attainment of DIB goals within their units				**Theme:** Recognition & Incentives	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Implement formal recognition practices for managers and exemplary departments meeting DIB goals and making progress on metrics.	Office of Human Resources Office of Diversity and Inclusion Office of the Dean of Faculty	1-2 Years	Managers Departments & Department Leaders	Personnel Time Awards or Certificates	· Tracking progress along identified set of metrics of success for managers · Tracking progress with implementation of actions in Departmental Action Plan (DAP)
Signature Project: Create access to awards and grants to support faculty from underrepresented communities working on disparities and equity-related research and/or scholarship	Office of Diversity and Inclusion Office of External Relations	1-2 Years	Faculty from Under-represented Groups at Harvard Chan School	Personnel Time	· Tracking number of grant applications submitted · Tracking dollar amount of funds raised · Tracking dollar amount of grants received · Tracking number of faculty from underrepresented groups applying for internal funds · Tracking number of faculty from under-represented groups awarded internal for funds

IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems *continued*					
Objective: Establish regular practices for observing and honoring cultural heritage and religious holidays				**Theme:** Calendar of Events	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Establish regular calendar of events that honor experiences of multiple identity groups during the academic year	Office of Diversity and Inclusion Office of the Dean of Faculty	Ongoing	All HSPH	Personnel Time Funds for Guest Facilitators & Speakers Event Supplies Meals/ Refreshments Marketing Material	· Number of events held · Attendance at each event · Tracking changes in attendance for each staple event year to year · Attendee feedback/rating per each event
Implement land acknowledgment practice at School-wide events	Office of Diversity and Inclusion Office of the Dean of Faculty	Ongoing	All HSPH	Personnel Time Consultant Support	· Addition of land acknowledgement to ODI trainings and School-wide events · Addition of land acknowledgement to signature School-wide events
Objective: Hire personnel in key areas needed to support the attainment of diversity goals for the Harvard T.H. Chan School of Public Health				**Theme:** Personnel and Resources	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Assess personnel needs and opportunities within the Office of Diversity and Inclusion and the School necessary for advancing diversity goals	Multiple Departments	Ongoing	All HSPH	Personnel Time	· Completed review of organizational structure and data on personnel needs · Identification of personnel needs

"The forces that unite us are intrinsic and greater than the superimposed influences that keep us apart."

—Kwame Nkrumah, political leader and activist

IMPLEMENTATION: GOAL 2 ACTION ITEM DETAILS

Goal 2 - Learning Culture at Harvard Chan School:
Establish institutional policies, practices, and expectations for our leaders and all community members that center the development of awareness, knowledge, and skills necessary for fostering cultures of belonging and inclusion

Objective: Implement new and revised policies and minimum expectations that support DIB learning as a part of manager and employee goal setting and performance review					Theme: Policy
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Incorporate DIB professional development and learning goals as a part of annual goal setting and performance review for School employees	Office of Human Resources Office of Faculty Affairs	1-12 Months	Managers Staff Faculty and Academic Appointees	Personnel Time	• Addition of section on diversity learning goals to goal-setting template • Addition of section on diversity learning goals to performance appraisal form • Created guides for managers and employees on learning opportunities, embedding DIB engagement into their employee supervision, goal setting and evaluation practices
Signature Project: Establish expectation of required employee participation in annual School trainings, departmental training, and completion of virtual self-paced modules by employees during the academic year	Office of Human Resources Office of Faculty Affairs	1-12 Months	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time	• Tracking number of virtual modules • Tracking staff and faculty completion rate of virtual modules • Tracking staff and faculty attendance at annual School-level trainings • Tracking staff and faculty attendance at departmental trainings

Objective: Develop School-level DIB learning and development offerings and resources for students, faculty and staff that focus on awareness, knowledge, and skills related to issues of structural racism, sexism, gender identity, disability/ableism, effective allyship, and global perspectives (as identified in ODI Community Learning Outcomes Chart)					Theme: Learning & Development Activities & Content
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Develop and implement learning opportunities for current employees that focuses on equity and inclusion focused policy (e.g., Anti-Discrimination, Title VI, Title IX, VAWA, and ADA/504)	Office of Human Resources Office of Faculty Affairs	1-2 Years	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time	• Creation of learning tools/modules centered on equity and inclusion focused policy • Completion of modules focused on equity and inclusion policy by students, faculty, and staff
Prioritize and develop new content and modules that align with already assessed learning needs in Harvard Chan community	Office of Diversity and Inclusion	2-3 Years	All HSPH	Personnel Time Vendor Platform	• Creation of learning tools/modules • Number of modules completed by students, faculty, and staff • Collected feedback on modules for improving learning and for new content creation
Signature Project: Pilot ODI and Department collaboration on department-wide approach to training that uses DIB Facilitator Program led participant cohorts	Office of Diversity and Inclusion Department of Social & Behavior Sciences Office of Education	1-2 Years	Academic Department Faculty and Academic Appointees Students	Personnel Time Learning Resources Workshop Supplies Consultant Support	• Completion of pre-training survey by participants • Number of individuals in department completing pilot training program • Completed assessment of participant learning and growth • Collected feedback on modules for improving learning and for new content creation

IMPLEMENTATION: GOAL 2 ACTION ITEM DETAILS

Goal 2 - Learning Culture at Harvard Chan School *continued*

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop and disseminate resource guides on best practices with digital accessibility for application with departmental operations (e.g., programs and services)	Office of Diversity and Inclusion	1-12 Months	Academic Departments and Administrative Departments	Personnel Time	• Communication of resource to community • Tracking click rate on communication of resources • Tracking open rate on communication of resources • Tracking incorporation of best practices by departments
Send regular and periodic communication from the Office of Diversity and Inclusion to departments that reinforce messaging around critical resources; and how to access the resources	Office of Diversity and Inclusion	Ongoing	Academic Departments and Administrative Departments	Personnel Time	• Number of communications on critical resources • Tracking click rate on communication of resources • Tracking open rate on communication of resources • Tracking incorporation of best practices by departments
Develop research-based learning resources and training content regarding ways to perform race and gender analysis for faculty and researchers	Office of Diversity and Inclusion	1-2 Years	Faculty and Academic Appointees	Personnel Time	• Number of resources added to Teaching & Learning web repository • Tracking open rate of available resources on web repository • Tracking incorporation of practices by faculty
Establish open enrollment DIB modules available to students through the Harvard Training Portal	Office of Diversity and Inclusion Employee Development & Wellness	1-2 Years	Students	Personnel Time	• Number of modules offered each year • Number of students completing modules • Collected feedback on modules for improving learning and for new content creation
Signature Project Develop plan for (Part II) session to Self, Social and Global Awareness (SSGA) content intended for all-student audience—for implementation in fall 2022	Office of Diversity and Inclusion Office of Education Office of Student Services	1-2 Years	Students	Personnel Time Learning Resources Workshop Supplies	• Development of content for Part II to SSGA workshop • Number of students participating in workshop session • Number of students completing post session feedback survey • Collected feedback on modules for improving learning and for new content creation

IMPLEMENTATION: GOAL 2 ACTION ITEM DETAILS

Goal 2 - Learning Culture at Harvard Chan School *continued*

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Partner with a vendor to implement student and employee focused DIB self-paced modules that center DIB related skills and behavioral outcomes	Office of Diversity and Inclusion Office of Student Services Office of Human Resources	1-12 Months	Students Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Vendor Platform	• Development of content for virtual module • Number of participants completing module • Number of participants completing post-session feedback survey • Collected feedback on modules for improving learning and for new content creation
Signature Project: Implement annual all-staff and all-faculty summer training and summit prior to start of the academic year that focuses on foundational DIB learning outcomes aligned with administrative roles and community values; facilitation and anti-racism in teaching, learning and research; and that highlights promising practices	Office of Diversity and Inclusion	1-12 Months	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Learning Resources Workshop Supplies Consultant/Facilitator Support	• Development of content for training • Number of participants completing training • Number of participants completing post-session feedback survey • Collected feedback on modules for improving learning and for new content creation
Continue to develop faculty supports, coaching initiatives, and Teaching Teams within Office of Education with resources for classroom strategy development and creation of Anti-racist Teaching Plan	Office of Educational Programs	1-12 Months	Faculty Academic Appointees Teaching Assistants Instructional Coaches Pedagogy Fellows	Personnel Time Learning Resources Workshop Supplies	• Number of resources and templates developed for supporting Teaching Teams • Number of trainings and workshops developed for Teaching Teams • Completed evaluation of student experience in courses • Collected feedback from faculty and TAs on course experience
Signature Project: Develop virtual self-paced faculty development courses for annual completion by all faculty and academic appointees and annual plan for implementation	Office of Diversity and Inclusion Office of Faculty Affairs	1-2 Years	Faculty Academic Appointees	Personnel Time Learning Resources Vendor Platform	• Development of content for faculty focused virtual • Number of faculty completing module • Number of faculty completing post-session feedback survey • Collected feedback on modules for improving learning and for new content creation

Objective:		Theme:			
Implement manager-based DIB learning and development opportunities that focus on leadership and managerial skills that create more inclusive environments			Learning & Development Activities & Content		

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Provide learning resources and guides for ways to conduct inclusive meetings that also create room for diverse perspectives to enter the conversation	Office of Diversity and Inclusion	1-12 Months	Managers Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Learning Resources	• Number of learning resources and tools developed • Communication of resources to departments • Tracking click rate on communication of resources • Tracking open rate on communication of resources • Tracking incorporation of practices by departments

IMPLEMENTATION: GOAL 2 ACTION ITEM DETAILS

Goal 2 - Learning Culture at Harvard Chan School *continued*

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Signature Project: Implement virtual modules for managers that center equity and inclusion focused managerial skills and behavioral outcomes (including racial equity focus)	Office of Diversity and Inclusion Office of Human Resources	1-12 Months	Managers	Personnel Time Learning Resources Vendor Platform	• Development of content for manager focused virtual module • Number of managers completing module • Collected feedback on modules for improving learning and for new content creation
Signature Project: Implement annual all manager training/summit in summer months that focuses on DIB related managerial skills and behavioral outcomes	Office of Diversity and Inclusion	1-12 Months	Managers Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Learning Resources Workshop Supplies Meals	• Development of content for manager training summit • Development of resources and templates for managers • Number of managers participating in training • Number of managers completing post-session feedback survey • Collected feedback on modules for improving learning and for new content creation

Objective: Increase access to learning resources for employees			**Theme:** Learning & Development Activities & Content		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Develop content for web repository of resources focused on DIB inclusive classroom pedagogy and approaches for responding to bias in the classroom	Office of Educational Programs	1-12 Months	All HSPH	Personnel Time	• Number of resources developed for web repository • Communication of resources to faculty • Tracking click rate of communication • Tracking open rate of communicated resources • Tracking utilization of resources and approaches by faculty

Objective: Increase number of individuals available to lead and facilitate DIB training modules are synchronous and asynchronous			**Theme:** Learning & Development Activities & Content		
Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Signature Project: Establish DIB Facilitator training program and curriculum to support with identified learning needs in Harvard Chan community and include department representatives to participate in annual ODI summer facilitator training program	Office of Diversity and Inclusion	1-12 Months	Selected Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Handouts Supplies External Trainer Meals	• Identification of facilitators • Tracking number of trainings held • Tracking number of trainings led by Facilitator Program members • Tracking number of department members participating in trainings • Tracking number of trainings/workshops led by department members

"Diversity is about all of us and about us having to figure out how to walk through this world together."

—Jaqueline Woodson, writer

IMPLEMENTATION: GOAL 2 ACTION ITEM DETAILS

Goal 2 - Learning Culture at Harvard Chan School *continued*

Objective: Create opportunities for departments to learn of approaches and action steps being taken across departments					Theme: Learning & Development Activities & Content
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Establish sample monitoring metrics for DIB success to be housed in the *Activating DIB In Your Department* web page and that will be shared across departments	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time	• Dissemination of resources to departments • Open rate of communications • Tracking use and incorporation of metrics in departmental progress reports
Develop research-based learning resources and training content regarding ways to perform race and gender analysis for faculty and researchers	Office of Education	1-12 Months	Faculty and Academic Appointees	Personnel Time Consultant Support	• Dissemination of resources to departments • Open rate of communications • Tracking use and incorporation of metrics in departmental progress reports
Implement Promising Practices workshops, (e.g., as part of annual trainings), where department representatives can present on their practices, research on steps taken, and impact measured.	Office of Diversity and Inclusion	1-2 Years	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Workshop Supplies	• Attendance at workshop • Tracking implementation of Promising Practices across departments over time
Develop a Promising Practices landing page that features and calls attention to specific initiatives being implemented within individual departments, description and contact information for departmental oversight	Office of Diversity and Inclusion Office of Communication	1-2 Years	All HSPH	Personnel Time	• Open rate for communications on resources • Click rate for communications linking to Promising Practices page
Objective: Increase access to learning resources and modules that support skill building on how to effectively engage across racial difference as aspiring white allies					Theme: Learning & Development Activities & Content
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Develop and create access to School- and University-wide learning resources focused on race-based dialogue and related concepts (e.g., allyship, fragility, and four levels of racism)	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time Graphic Design Vendor	• Tracking number of resources created • Dissemination of resources in community • Open rate in communications • Click rate in communications linking to resources
Develop new modules and learning and development content that builds on the introductory Allyship and Anti-Black and Anti Asian Racism content, and that includes a focus on effective anti-racist allyship for racial justice (i.e., skills for moving beyond performative approaches)	Employee Wellness and Development Center for Workforce Development DIB Leadership Council Office of Diversity and Inclusion	1-2 Years	All HSPH	Personnel Time Consultant Support Workshop Supplies	• Number of modules created • Tracking participation and completion of modules • Tracking responses on post-module reflective survey
Incorporate conversations on effective allyship into anti-racist white affinity group work	Office of Diversity and Inclusion	Ongoing	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Workshop Supplies	• Defining content for affinity group dialogue • Implementation of content in affinity group dialogue

IMPLEMENTATION: GOAL 2 ACTION ITEM DETAILS

Goal 2 - Learning Culture at Harvard Chan School *continued*

Objective: Create more learning opportunities that focus on key issues associated with cultural transitions and knowledge of navigating cultural differences and similarity			Theme: Learning & Development Activities & Content		
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Incorporate training content in annual employee summer trainings that focuses on experienced issues with international communities, cultural transitions, and ways to increase knowledge of how to navigate cultural difference and similarity	Office of Diversity and Inclusion	1-2 Years	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Workshop Supplies	• Completion of content creation • Tracking attendance at annual training session • Tracking responses on post-module reflective survey
Develop module and learning resources centered on DIB issues of equity, race and marginalized communities globally	Office of Diversity and Inclusion	1-2 Years	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Graphic Design Vendor	• Tracking number of resources created • Dissemination of resources in community • Open rate in communications • Click rate in communications linking to resources
Implement School-wide guest speaker events on global and intercultural perspectives	Office of Diversity and Inclusion Office of Dean of Faculty	Ongoing	All HSPH	Personnel Time Guest Speaker/ Facilitator	• Tracking attendance at annual training session • Tracking responses on post-module reflective survey

Objective: Develop new learning opportunities that provide conceptual and practical knowledge for racially ethical community-based practice in local communities of color			Theme: Learning & Development Activities & Content		
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Create learning and development opportunities and resources that focus on strategies for effective outreach and engagement in BIPOC communities	Office of Diversity and Inclusion	1-12 Months	All HSPH Partnering Community Organizations	Personnel Time Guest Presenters Community-Based Consultants	• Tracking number of participants in learning experiences • Number of resources developed for use in HSPH community • Tracking involvement of community partners in development of resources
Expand Community Based Participatory Research Course to 16 weeks to allow for increased practical experiences in local communities of color	Office of Diversity and Inclusion	1-12 Months	Students	Personnel Time Classroom Supplies Learning Resources	• Number of participating students • Tracking student learning via end of course assessment

IMPLEMENTATION: GOAL 2 ACTION ITEM DETAILS

Goal 2 - Learning Culture at Harvard Chan School *continued*

Objective: Develop system for reviewing and revising language in web, print and marketing materials, and increase access to resources on inclusive language and terminology

Theme: Inclusive Language and Foundational Concepts

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Ensure all departments have access to University DIB Foundational and Affirming Language resource document	Office of Diversity and Inclusion Departmental DIB Committees	1-12 Months	Academic Departments and Administrative Departments	Personnel Time	· Dissemination of Foundational and Affirming Language resource in community · Open rate in communications · Click rate in communications linking to resources · Incorporation of inclusive language into web and documents
Conduct review of web language, as part of Department Action Plans (DAP), to ensure consistent and inclusive language that is consistent with current best practices across all departments	Office of Diversity and Inclusion Departmental DIB Committees	1-2 Years	Academic Departments and Administrative Departments	Personnel Time	· Tracking completion of web review by area · Tracking summary of changes made · Incorporation of inclusive language into web and documents

Objective: Conduct review of curriculum to identify opportunities for increasing diversity of content and authors, and develop plan for how to address areas of growth identified in review of curriculum

Theme: Curriculum & Courses

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Signature Project: Implement a pilot course redesign project intended to develop a model, plan, and timeline for implementing recommended course changes, faculty support measures, and resources for Course Support Working Group	CLIF Project Team Office of Education Programs Office of Diversity and Inclusion Department of Social and Behavioral Social Sciences	1-12 Months	All HSPH	Personnel Time [CLIF Grant Award*] Consultant Support Graphic Design Vendor Supplies	· Development of recommendations for course changes and learning plan · Completed implementation of recommendations and learning plan · Student course evaluation data post course
Ensure that all course syllabi include language and information on accommodations, equity and inclusion values, and bias-related supports	Office of Faculty Affairs Office of Education	1-12 Months	Faculty and Academic Appointees Students	Personnel Time	· Addition of language to all syllabi · Dissemination of revised syllabi to community
Signature Project: Conduct review of curriculum to identify opportunities for revising curriculum to include contributions and content from more transgender, LGBTQ+, international, and Black, Indigenous and scholars of color; and to identify areas of growth with respect to anti-racist content—TENTATIVE*	Office of Education Office of Diversity and Inclusion	1-2 Years	Faculty and Academic Appointees Students	Personnel Time Consultant Support	· Completed review of curriculum · Development of recommendations for curricular changes · Implementation of changes · Tracking student feedback from focus groups on implemented changes · Tracking student feedback in course evaluations · Tracking student responses in graduate exit survey
Signature Project: Implement DIB course redesign model across all academic departments based on piloted model developed in Year 1 of Implementation Plan.	Office of Diversity and Inclusion Office of Education Programs Academic Departments	1-2 Years	Faculty and Academic Appointees Students	Personnel Time Resource Guides/ Templates	· Tracking number of faculty working with Course Support Working Group on course redesign · Tracking faculty member implementation of recommendations

IMPLEMENTATION: GOAL 3 ACTION ITEM DETAILS

Goal 3 - Diversity of Our People and Their Success:
Increase representation of historically marginalized communities, underrepresented Black, Indigenous and communities of color, and access to resources, programs, and networks that promote success and value unique perspectives in an anti-oppressive environment

Objective: Implement shared practices at the School level and across departments with regards to the recruitment, selection and on-boarding process for employees					Theme: Employee- Recruitment and Selection
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Ensure that all faculty and staff search committees complete Unconscious Bias for Search Process module prior to commencing candidate resume review	Office of Diversity and Inclusion Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees	Personnel Time Learning & Development Vendor Workshop Supplies/Handouts	· Completed development of training content · Tracking completion of asynchronous module by search committees · Tracking completion of synchronous session · Tracking implementation of practices
Ensure search committee use of Office of Faculty Affairs job posting template for developing job ads and position announcements that utilize inclusive language and highlights key points about commitment to diversity and a diverse community of faculty as integral to academic and research mission of the School	Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time	· Dissemination of resources to search committee · Tracking utilization of resources by search committee · Tracking search committee selection process outcome
Provide guidance to search committees on development candidate criteria that is inclusive of scholarly assets and contributions of BIPOC candidates given their backgrounds, experiences, and educational/career pathways	Office of Faculty Affairs Office of Diversity and Inclusion	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time Resources/ Handouts	· Dissemination of resources to search committee · Tracking utilization of resources by search committee · Tracking search committee selection process outcome
Create expectations for search committee on identification and proactive outreach to prospective candidates from underrepresented communities.	Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time	· Search committee identification of "top" prospective candidates · Tracking outreach to "top" candidates
Provide expectations on search committee sharing of position posting in efforts to broaden and secure a diverse pool.	Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time	· Tracking posting locations utilized by search committee · Tracking diversity of pool resulting from recruitment/outreach
Ensure search committee use of Office of Faculty Affairs job posting template for developing job ads and position announcements that utilize inclusive language and highlights key points about commitment to diversity and a diverse community of faculty as integral to academic and research mission of the School	Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time	· Dissemination of resources to search committee · Tracking utilization of resources by search committee · Tracking diversity of pool resulting from recruitment/outreach

IMPLEMENTATION: GOAL 3 ACTION ITEM DETAILS

Goal 3 - Diversity of Our People and Their Success *continued*					
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Provide guidance to search committees on development of candidate criteria that is inclusive of scholarly assets and contributions of candidates from communities of color and underrepresented groups given their backgrounds, experiences, and educational/career pathways	Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time	• Tracking utilization of guidance by search committee • Tracking diversity of pool resulting from recruitment/outreach
Create expectations for hiring managers with respect to development of a faculty mentoring plan for supporting new hires, and for addressing risk factors for retention	Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time Resources/ Handout	• Dissemination of resources to search committee • Tracking utilization of resources by search committee • Development of completed plan by hiring manager • Tracking implementation of mentoring plan
Provide guidance to hiring managers on ways to connect new hires to existing supports and resources that align with their identities and needs (e.g., Employee Resource Groups, affinity groups, diversity committee leadership opportunities, DIB focused research opportunities, DIB focused grant opportunities, potential mentors, etc., including resources from the broader Harvard community or greater Boston area)	Office of Faculty Affairs	1-12 Months	Faculty and Academic Appointees Academic Departments	Personnel Time	• Dissemination of resources to search committee • Tracking resources and information shared with new hire by hiring manager
Implement a School-wide (e.g., cross-departmental) framework for mentoring faculty that provides a set of standard and minimum guidelines for supporting new hires, and for addressing risk factors for retention	Academic Departments Office of Faculty Affairs Office of Diversity and Inclusion	1-2 Years	Faculty and Academic Appointees Academic Departments	Personnel Time	• Dissemination of resources to department leadership • Tracking implementation of mentoring framework • Tracking responses from feedback collected by faculty hires
Signature Project: Develop proposal and plan in collaboration with leadership, academic departments and Office of External Relations for a Faculty Recruitment Cluster Hire Initiative	Office of External Relations Academic Department Leadership	1-2 Years	Faculty and Academic Appointees Academic Departments Students	Personnel Time	• Development of plan faculty diversity initiative • Submission of proposed plan for funding • Implementation of hire initiative • Tracking diversity of hired faculty

IMPLEMENTATION: GOAL 3 ACTION ITEM DETAILS

Goal 3 - Diversity of Our People and Their Success *continued*					
Objective: Implement shared practices at the School level and across academic departments with regards to student application review and the review of student applications of underrepresented groups			**Theme:** Student- Recruitment and Selection		
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Ensure that all reviewers of student applications complete Unconscious Bias for Application Review module	Office of Diversity and Inclusion Office of Admissions	1-12 Months	Student Application Reviewers Selected Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Learning & Development Vendor	· Completed development of training content · Tracking completion of asynchronous module by search committees · Tracking implementation of practices
Ensure that all reviewers of student applications must complete Post Review Online Checklist on steps completed and issues encountered (e.g., on steps completed and issues encountered) *HIGH Priority Action*	Office of Diversity and Inclusion Office of Admissions	1-2 Years	Student Application Reviewers Selected Faculty Postdoctoral Fellows Researchers Staff	Personnel Time	· Tracking completion of Post Review Online Checklist
Signature Project: Develop standard review protocol and resource guide for departmental application reviews that communicates expectations and resources (e.g., committee formation, evaluation practices, and steps for minimizing bias, "distance traveled tool")	Office of Admissions Office of Diversity and Inclusion	1-2 Years	Student Application Reviewers Selected Faculty Postdoctoral Fellows Researchers Staff	Personnel Time	· Dissemination of resources to department leadership · Tracking implementation of practices
Signature Project: Establish defined evaluation tool to support holistic departmental review of students and distance traveled in efforts to remove barriers to access for student applicants from disadvantaged backgrounds	Office of Diversity and Inclusion Office of Admissions	2-3 Years	Student Application Reviewers Selected Faculty Postdoctoral Fellows Researchers Staff	Personnel Time	· Identification of evaluation criterion for tool · Incorporation of evaluation tool into student application review

IMPLEMENTATION: GOAL 3 ACTION ITEM DETAILS

Goal 3 - Diversity of Our People and Their Success *continued*

Objective: Establish systems for faculty and staff search committee training and accountability during recruitment and selection process				Theme: Systems & Policy	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Projects: Establish diversity hiring metrics and expectations as a component of performance reviews for all department managers	Office of Human Resources	1-12 Months	Managers	Personnel Time	· Identification of metrics · Incorporation section into performance review form

Objective: Implement initiatives and policies that serve as drivers for increasing faculty and staff racial and gender diversity				Theme: Systems & Policy	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Review of hiring policies to identify any policy barriers to creating a more racially and ethnically diverse employee community	Office of Diversity and Inclusion Office of Human Resources Office of Faculty Affairs	1-12 Months	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time	· Identification of policy barriers · Recommendations for policy changes · Implementation of policy change · Tracking diversity recruitment and selection outcomes
Review of student admission policies to identify any policy barriers to creating a more racially and ethnically diverse student community	Office of Student Services Office of Diversity and Inclusion	1-12 Months	Students	Personnel Time	· Identification of policy barriers · Recommendations for policy changes · Implementation of policy change · Tracking diversity recruitment and selection outcomes
Implement Visiting Scholars-in-Residence Program that centers research and scholarly contributions of BIPOC/URM doctoral students and post-doctoral fellows	Office of Diversity and Inclusion Office of Faculty Affairs	1-2 Years	Students Faculty and Academic Appointees	Personnel Time	· Number of visiting scholars hosted each year · Number of participants engaging with visiting scholars · Types of activities implemented as part of initiative

Objective: Increase access to identity-based supports and networks for students and employees of color, in the LGBTQ+ community, with disabilities, and for members of historically marginalized communities				Theme: Supporting Historically Marginalized Groups	
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Develop resource guides specific to identity (e.g., LGBTQ; Communities of Color; First Generation, etc.)	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time EDI Fellows Graphic Design Vendor	· Dissemination of resource guides · Open rate in communications · Click rate in communications linking to resources · Tracking incorporation into new student and new employee orientation
Develop new web content on ways to support specific communities (e.g., First Generation, Black, Indigenous, and Communities of Color, LGBTQ+, etc.)	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time	· Addition of resource guide and content on the web

IMPLEMENTATION: GOAL 3 ACTION ITEM DETAILS

Goal 3 - Diversity of Our People and Their Success *continued*

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Implement affinity group dialogue activities for students	Office of Diversity and Inclusion	1-12 Months	Students	Personnel Time	• Number of available affinity group offerings for students • Number of social identity groups for which affinity group is developed • Tracking participation at affinity dialogue events • Collected feedback from affinity group participants
Incorporate web links to Employee Resource Groups information from the Office Diversity and Inclusion web content that focuses on resources for identity groups within the community	Office of Diversity and Inclusion	1-12 Months	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time	• Addition of resource guide and content on the web

Objective: Establish new opportunities for students and employees of historically marginalized communities to build relationships and connections across programs and across Schools	Theme: Supporting Historically Marginalized Groups

Actions	Implementation Lead	Completion & Timing	Stakeholder Impact	Resource Needs	Measures (Progress Indicators & Outcomes)
Establish institutional connection and relationship with Woman of Color in the Academy Network and other local networking communities	Office of Diversity and Inclusion	1-12 Months	Faculty Postdoctoral Fellows Researchers Staff	Personnel Time Conference Sponsorship	• Tracking number of Harvard Chan School individuals attending WOC Conference and Soirees • Tracking number of Harvard Chan School individuals attending WOC Network Events • Tracking number of Harvard Chan School individuals joining WOC Network ListServ • Tracking amount of sponsorship dollars for WOC Conference
Creation access to Harvard Chan School participation in University-wide affinity graduations (e.g., Black, Latinx, First Gen, and Lavender Ceremonies)	Office of Diversity and Inclusion	Ongoing	All HSPH	Personnel Time Affinity Stoles/ Chords	• Tracking number of Harvard Chan School students participating in affinity graduations
Signature Project: Implement Justice.Equity.Diversity.Inclusion (JEDI) Program Series and Monthly Student Diversity Series designed to meet needs of BIPOC and historically underrepresented student groups	Office of Diversity and Inclusion	Annual	Students	Personnel Time	• Tracking number of programs and events • Tracking number of participants per event • Tracking feedback from program participants

IMPLEMENTATION: GOAL 3 ACTION ITEM DETAILS

Goal 3 - Diversity of Our People and Their Success *continued*

Objective: Increase access to financial resources for newly enrolling and current first generation and low-income students					Theme: Supporting Historically Marginalized Groups
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Signature Project: Identify internal and external funding sources (e.g., grants, fundraising) intended to support with generating funds for meeting financial gaps experienced by first generation and low-income Master's students	Office of External Relations Office of Student Services Office of Diversity and Inclusion	1-2 Years	Students	Personnel Time	• Tracking total dollar amount of raised funds • Tracking total dollar amount of grant dollars secured • Tracking total dollar amount of scholarships and grants distributed to students

Objective: Strengthen pathways into academic programs and faculty positions via our existing pipeline programs for students and faculty, respectively					Theme: Pathways & Pipelines
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Identify opportunities to enhance experience of summer pipeline program experience, data tracking, cross School coordination, and connections to academic degree programs	Office of Diversity and Inclusion Office of Admissions	1-12 Months	Students	Personnel Time EDI Fellow	• Development of metrics for tracking program outcomes each year • Establishment of outreach and communication plan • Racial and gender diversity of summer program participants • Number of applications for summer programs • Number of summer program alumni enrolling in Harvard Chan School degree programs
Establish a graduate staff support role within the Donald Hopkins Pre-Doctoral Scholars Program	Office of Diversity and Inclusion	1-12 Months	Students	Personnel Time EDI Fellow	• Development of defined position role • Implementation of graduate support role
Identify new programmatic features within Donald Hopkins Pre-Doctoral Scholars Program intended to strengthen student development, preparation, and competitiveness for applying to doctoral programs	Office of Diversity and Inclusion	1-12 Months	Students	Personnel Time Programmatic Costs/Supplies Travel for Enrichment Activities	• Implementation of programmatic activities • Tracking feedback collected from program participants
Develop and implement plan for short, medium, and long-term enhancements to Yerby Fellowship program that will increase awareness of program (at Harvard Chan School and for prospective candidates), increase number of external URM applicants, support leadership planning and support fellows transitions into faculty/academic appointments	Office of Diversity and Inclusion	1-2 Years	Students	Personnel Time	• Identification of recommended changes • Implementation of changes • Tracking feedback responses from current and exiting fellows • Tracking changes program outcomes

IMPLEMENTATION: GOAL 3 ACTION ITEM DETAILS

Goal 3 - Diversity of Our People and Their Success *continued*					
Actions	**Implementation Lead**	**Completion & Timing**	**Stakeholder Impact**	**Resource Needs**	**Measures (Progress Indicators & Outcomes)**
Develop and implement plan for short, medium, and long-term enhancements to Hopkins Pre-Doctoral Scholars Program that will departmental awareness of Hopkins program, and increase create new pathways into program for URM applicants	Office of Diversity and Inclusion	1-2 Years	Students	Personnel Time	• Identification of recommended changes • Implementation of changes • Tracking feedback responses from current and exiting fellows • Tracking changes program outcomes
Form Advisory Committee for Yerby Fellowship Program to support with strategic direction of program	Office of Faculty Affairs Office of Diversity and Inclusion	1-2 Years	Postdoctoral Fellows	Personnel Time	• Development of charge for advisory committee • Identification of committee members • Tracking implementation of recommended approaches • Tracking changes with program outcomes
Re-institute FACETS (Fostering Advancement & Careers through Enrichment Training in Science) summer program in 2022 through the Office of Diversity and Inclusion	Office of Diversity and Inclusion	1-2 Years	Students	Personnel Time Program Supplies Programmatic Activities EDI Fellow	• Identification of recommended changes for FACETS program • Implementation of recommended changes • Executing re-launch of program

OVERVIEW OF SIGNATURE PROJECTS BY YEAR

Below reflects a set of EDIB Signature Projects embedded in the documented entitled *Strategic Implementation Plan for FY22-24*. The Signature Projects below reflect activities that will require more investment of time, energy and coordination beyond simpler adoption of new practices and enhancements of existing practices. These are an attempt to identify priority items that align with critical and foundational needs and opportunities. Under each goal are a set of themes (i.e., categories) and highlighted action items.

This document only reflects the Theme, Action, Resources/Effort, and Timing. The Signature Project items are displayed in the context of fiscal years FY22-24. This document also indicates the level of resources (i.e., low, med, high), and level of Effort (i.e., low, med, high). In terms of Timing, the start of the timeline for each given Fiscal Year is July 1st, which marks the start of a new fiscal year. Timing will also be reflected below in the categories of 1-6 Months, 6-12 Months, 1-2 Years, or Ongoing. The column highlighting Status is in reference to the level of progress during the Summer of 2021 on the stated action item.

NOTE: While distinct Signature Projects are highlighted *in a given year*, we also recognize that this work may require adaptability and flexibility with respect to implementation of specific action items, particularly for the items further along in our timeline. As we gain new insights *in the midst of* our work, we may find that adjustments are needed in key areas. And so this document will function as a living document subject to edits and change where needed.

Year 1 - Fiscal Year 2022

Goal 1: Build institutional systems and policies coupled with leadership practices and organizational resources that allow for sustainable diversity best practices and progress across core functions of the school

Strategic Planning & Implementation Implement Departmental Action Plans (DAP) via cyclical engagement between Office of Diversity and Inclusion and departmental DIB committees to support progress, collaboration, and communication, and goal implementation during the year	Resources/Effort: MED/HIGH	Timing: Ongoing	Status: In Progress
Assessment Implement DIB school wide assessment in Spring 2022 and periodically thereafter (i.e., every 3 years) at the school level that also provides access to disaggregated data across departments (e.g., by department; by demographic group)	Resources/Effort: MED/MED	Timing: 6-12 Months	Status: Still Pending
Bias & Hate Response Develop accessible *Harvard Chan Resource Guide for Responding to Hate & Bias* to also be shared as a part of new student and new employee orientation	Resources/Effort: LOW/MED	Timing: 1-6 Months	Status: Still Pending

Goal 2: Establish institutional policies, practices, and expectations for our leaders and all community members that center the development of awareness, knowledge, and skills necessary for fostering cultures of belonging and inclusion

Policy Incorporate DIB professional development and learning goals as a part of annual goal setting and performance review for School employees	Resources/Effort: LOW /MED	Timing: 6-12 Months	Status: Still Pending
Learning & Development Activities and Content Develop plan for (Part II) session to Self, Social and Global Awareness (SSGA) content intended for all-student audience for implementation in Fall 2022	Resources/Effort: LOW/HIGH	Timing: 1-2 Years	Status: Still Pending

Year 1 - Fiscal Year 2022

Goal 2: Establish institutional policies, practices, and expectations for our leaders and all community members that center the development of awareness, knowledge, and skills necessary for fostering cultures of belonging and inclusion

Learning & Development Activities and Content Support progress and continued development of faculty support, coaching initiative and Teaching Teams in collaboration with Office of Education	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending
Learning & Development Activities and Content Establish DIB Facilitator training program and to support with identified learning needs in Harvard Chan community	Resources/Effort: MED/HIGH	Timing: 1-2 Years	Status: Still Pending
Learning & Development Activities and Content Pilot ODI and Department collaboration on department-wide approach to training that uses DIB Facilitator Program led participant cohorts	Resources/Effort: MED/HIGH	Timing: 1-6 Months	Status: Still Pending
Curriculum & Courses Implement a pilot course redesign project intended to develop a model, plan and timeline for implementing recommended course changes, faculty support measures, and resources for Course Support Working Group	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: In Progress

Goal 3: Increase representation of historically marginalized communities, underrepresented Black, Indigenous and communities of color, and access to resources, programs, and networks that promote success and value unique perspectives in an anti-oppressive environment

Faculty & Academic Appointees- Recruitment & Selection Ensure that all faculty and academic appointee search committee members complete Unconscious Bias for Search Process module prior to commencing candidate resume review	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: In Progress
Faculty & Academic Appointees- Recruitment & Selection Develop proposal and plan in collaboration with leadership, academic departments, and Office of Research Strategy and Development relations for an interdisciplinary faculty diversity recruitment initiative	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: In Progress
Staff, Postdoctoral Fellows, and Researchers- Recruitment & Selection Ensure that all hiring managers prior to hiring staff, postdoctoral fellows, and researcher/research assistants complete Unconscious Bias for Search Process module prior to commencing candidate resume review	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: In Progress
Student- Recruitment & Selection Ensure that all reviewers of student applications complete Unconscious Bias for Application Review module	Resources/Effort: MED/MED	Timing: 1-6 Months	Status: In Progress
Systems & Policy Establish diversity hiring metrics and expectations as a component of performance reviews for all department managers	Resources/Effort: MED/MED	Timing: 6-12 Months	Status: Still Pending
Supporting Historically Marginalized Groups Develop resource guides specific to supporting specific identity groups (e.g., LGBTQ; Communities of Color; First Generation, etc.) and plan for distribution within Harvard Chan School and to prospective students	Resources/Effort: LOW/MED	Timing: 6-12 Months	Status: In Progress
Supporting Historically Marginalized Groups Implement Justice.Equity.Diversity.Inclusion (JEDI) Program Series and Monthly Student Diversity Series designed to meet needs of BIPOC and historically underrepresented student groups	Resources/Effort: MED/MED	Timing: 6-12 Months	Status: In Progress

Year 2 - Fiscal Year 2023

Goal 1: Build institutional systems and policies coupled with leadership practices and organizational resources that allow for sustainable diversity best practices and progress across core functions of the school

Bias & Hate Response Develop new and consistent practices and trainings for members of Bias Response Team during academic year	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: In Progress
Recognition & Incentives Implement formal recognition practices for managers and departments meeting DIB goals and making progress on metrics	Resources/Effort: LOW/LOW	Timing: 6-12 Months	Status: Still Pending

Goal 2: Establish institutional policies, practices, and expectations for our leaders and all community members that center the development of awareness, knowledge, and skills necessary for fostering cultures of belonging and inclusion

Policy Establish expectation of required employee participation in annual school level trainings and completion of virtual self-paced modules by employees during the academic year	Resources/Effort: LOW/MED	Timing: 1-6 Months	Status: Still Pending
Learning & Development Activities & Content Develop and implement learning opportunities (e.g., virtual/self-paced) for current employees that focuses on equity and inclusion focused policy (e.g., new Anti-Discrimination policy, Title VI, Title IX, VAWA, and ADA/504)	Resources/Effort: LOW/MED	Timing: 6-12 Months	Status: Still Pending
Learning & Development Activities & Content Partner with a vendor to develop Manager focused DIB self-paced modules that center managerial skills and behavioral outcomes and plan for delivery of content	Resources/Effort: LOW/MED	Timing: 1-6 Months	Status: Still Pending
Learning & Development Activities & Content Establish annual all-staff summer training/summit prior to start of the academic year that focuses on foundational DIB learning outcomes aligned with administrative roles and community values, and that highlights promising practices	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending
Learning & Development Activities & Content Establish annual all-faculty summer training/summit prior to start of the academic year that focuses on inclusive facilitation and anti-racism in teaching, learning and research, and that highlights promising practices	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending
Learning & Development Activities & Content Implement school wide model of DIB Facilitator Program led ODI-Department collaboration for skills-based learning and development workshops	Resources/Effort: HIGH/HIGH	Timing: 6-12 Months	Status: Still Pending

Goal 3: Increase representation of historically marginalized communities, underrepresented Black, Indigenous and communities of color, and access to resources, programs, and networks that promote success and value unique perspectives in an anti-oppressive environment

Student- Recruitment & Selection Develop standard review protocol and resource guide for departmental application reviews that communicates expectations and resources (e.g., committee formation, evaluation practices, and steps for minimizing bias, "distance traveled tool")	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending
Supporting Historically Marginalized Groups Identify external funding sources (e.g., grants; fundraising) intended to support with generating funds for meeting financial gaps experienced by first generation and low income Master's students	Resources/Effort: LOW/HIGH	Timing: 6-12 Months	Status: Still Pending

Year 3 - Fiscal Year 2024

Goal 1: Build institutional systems and policies coupled with leadership practices and organizational resources that allow for sustainable diversity best practices and progress across core functions of the school

Recognition & Incentives Identify funding sources, awards, and grants to support faculty from underrepresented communities working on disparities and equity related research and/or scholarship	Resources/Effort: HIGH/HIGH	Timing: 6-12 Months	Status: Still Pending

Goal 2: Establish institutional policies, practices, and expectations for our leaders and all community members that center the development of awareness, knowledge, and skills necessary for fostering cultures of belonging and inclusion

Learning & Development Activities & Content Implement virtual modules for managers that center on equity and inclusion focused managerial skills and behavioral outcomes (including racial equity focus)	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending
Learning & Development Activities & Content Establish annual all-manager training/summit in summer months that focuses on DIB related managerial skills and behavioral outcomes	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending
Learning & Development Activities & Content Develop virtual self-paced faculty development courses for annual completion by all faculty and academic appointees annually and plan for implementation	Resources/Effort: HIGH/HIGH	Timing: 6-12 Months	Status: Still Pending
Curriculum & Courses Implement DIB course redesign model across all academic departments based on piloted model developed in Year 1 of Implementation Plan.	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending
Curriculum & Courses Conduct review of curriculum to identify opportunities for revising curriculum to include contributions and content from more transgender, LGBTQ+, international, and Black, Indigenous and scholars of color; and to address areas of growth with respect to anti-racist content	Resources/Effort: HIGH/HIGH	Timing: 1-2 Years	Status: Still Pending

Goal 3: Increase representation of historically marginalized communities, underrepresented Black, Indigenous and communities of color, and access to resources, programs, and networks that promote success and value unique perspectives in an anti-oppressive environment

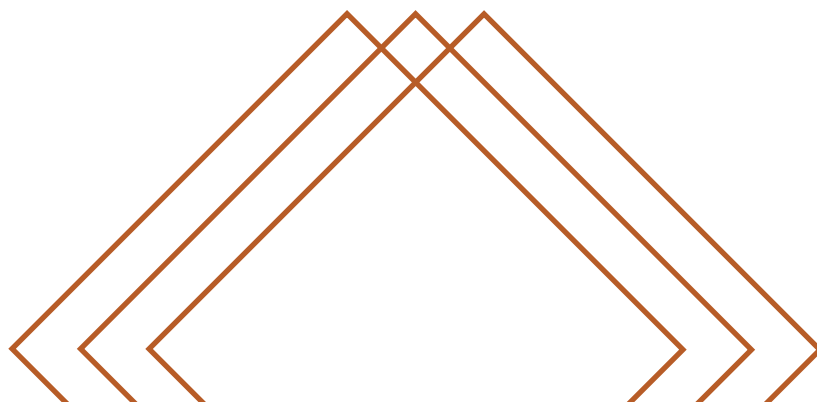|			
Student- Recruitment & Selection Establish defined evaluation tool to support holistic departmental review of students and distance traveled in efforts to remove barriers to access for student applicants from disadvantaged backgrounds	Resources/Effort: MED/HIGH	Timing: 6-12 Months	Status: Still Pending

"I have seen that in any great undertaking it is not enough for [one] to depend simply upon [oneself]."

—Chief Isna-La-Wica, Teton Sioux chief

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HARVARD T.H. CHAN

SCHOOL OF PUBLIC HEALTH
Office of Diversity and Inclusion

677 Huntington Avenue | Boston, MA 02115 | 617-495-1000

https://www.hsph.harvard.edu/diversity