Colorado School of Public Health
Plan for Inclusion, Diversity and Health Equity

Approved March 2015
Executive Council, Faculty Senate, Student Council

This document defines a framework designed to build a diverse, representative, and inclusive academic community (faculty, staff, and student body) in the Colorado School of Public Health who will, in partnership with the broader community, contribute in a culturally proficient way to the achievement of health equity. As a School, we are committed to providing our students, faculty, and staff the opportunity to learn and work in diverse environments, bringing deep understanding of the richness embodied by individuals and groups from diverse backgrounds and culture. By cultivating an atmosphere of diversity within the ColoradoSPH, we better prepare our students for being public health leaders working to eliminate health disparities.

In alignment with the University of Colorado, Anschutz Medical Campus Strategic Priority 5, “Enhance diversity university-wide and foster a culture of inclusion”, this plan will provide goals specific to the ColoradoSPH to achieve this strategic priority.

Colorado School of Public Health Mission, Vision and Values

The mission of the ColoradoSPH is to promote the physical, mental, social and environmental health of people and communities in the Rocky Mountain Region and Globally. The mission will be accomplished through collaboration in education, population-based research, and community service that bring together institutions, agencies, and diverse populations.

The vision of the ColoradoSPH is to be a collaborative, multidisciplinary, multi-institutional, learning, research and service environment that will inspire academicians, practitioners and students of public health to work collaboratively to assure that all people and communities are healthy and their environment sustainable.

The values of the ColoradoSPH embrace inclusion, diversity and health equity. The Inclusion, Diversity and Health Equity mission of the ColoradoSPH is to build a diverse and representative academic community that recognizes the importance of social and economic justice in relation to health. ColoradoSPH will work to build an inclusive institution, which is respectful of individual and cultural differences and which fosters open discussion to strengthen, policies and procedures affecting the entire ColoradoSPH community and those with whom we work. In so doing, we will be mindful about and deliberate in our efforts to:

- Address health disparities and discrimination of all types
- Recognize and eliminate stereotyping
- Integrate cultural proficiency, diversity and health equity education and training throughout our curriculum
GOALS

1. Institutional Goal. Create and maintain a culturally proficient ColoradoSPH institution through our policies and procedures.

In working to achieving this goal we express our commitment, throughout the entire school, to assuring that our faculty, staff and students are constantly monitoring and improving their cultural proficiency through open discussion of differences and conscious efforts to incorporate a tenor of inclusion throughout our teaching, administrative work, community engagement, and research. Through this process, we aim to enhance trust and respect among all parties while celebrating differences and increasing the successful recruitment of diverse individuals to the institution.

This will be achieved by the following objectives:

Objective 1.1. Create an ongoing process to develop, approve, refine and monitor progress in implementing a formal Diversity Plan for the ColoradoSPH.

Locus of Responsibility: The Dean will appoint Chairs to lead the Diversity and Inclusion Working Group. These Chairs are accountable to the Dean of the ColoradoSPH and will prepare an annual report to the Dean on the activities of the ColoradoSPH Diversity and Inclusion Working Group. The members of the ColoradoSPH Diversity and Inclusion Working Group will, in turn, be selected by the Chairs and approved by the Dean. Membership will include at least one representative from each partner school (University of Colorado Anschutz Medical Campus, Colorado State University, and University of Northern Colorado).

Process: The ColoradoSPH Diversity and Inclusion Plan will be reviewed and revised by the members of the ColoradoSPH Diversity & Inclusion Working Group on a yearly basis. Once revised, it will be presented to the ColoradoSPH Dean who, in turn will seek input from the Faculty Senate, Executive Council, and Student Council. Based on their guidance, the Dean will approve the plan or ask the Diversity & Inclusion Working Group to make revisions and re-submit the document for approval.

Measures: Once this plan has been approved, it will be presented for adoption through the shared governance bodies of ColoradoSPH. Once it receives formal approval, the plan will be published on the ColoradoSPH website and disseminated in a personal communication from the ColoradoSPH Dean to all ColoradoSPH workforce and student body as well as to the Office of Health Equity at the Colorado Department of Public Health and Environment (OHE).

Evaluation and Feedback Loop: The Diversity & Inclusion Working Group will meet at least two times a year to review the progress on the objectives outlined in the plan. The working group will be responsible for documenting progress and achievements of the plan as well as gaps that need to be addressed. The plan will remain a living document that will focus on meaningful
engagement and accountability.

**Objective 1.2. Assess and periodically re-evaluate the diversity and perceived inclusivity within the institution, workforce and students**

**Locus of Responsibility:** The Chairs of the Diversity & Inclusion Working Group will produce an annual report to assess, evaluate and identify on-going strategies to improve diversity and inclusion in the School. In addition, the Associate Dean for Academic Affairs will oversee a biennial climate survey of the members of the ColoradoSPH community (i.e., faculty, staff and students) to learn about perceived inclusivity of the school and identify areas in need of attention. Student council will play a role by helping disseminate survey to the students and can help analyze annual survey evaluations to address areas of need. The Associate Dean for Academic Affairs will compile the results of this survey and will provide a report to the Diversity & Inclusion Working Group. Additionally, this report will be shared with the entire ColoradoSPH community and published on the ColoradoSPH website. The Diversity & Inclusion Working Group will review the findings and make recommendations to ColoradoSPH leadership for improvements as part of each report.

**Process:** Produce and disseminate an initial report and subsequent annual reports, with objective information on: a) diversity of faculty, staff and students within the ColoradoSPH; b) inclusivity perceptions among the ColoradoSPH workforce (faculty and staff) and students; and c) status of initiatives designed to improve or maintain all goals described in this document. This should begin with an initial assessment of the current state of diversity within the ColoradoSPH and, to the extent available, comparison to national peer institutions. As the ColoradoSPH is a collaboration of three Universities (the University of Colorado Denver; University of Northern Colorado and Colorado State University), it is important that this assessment encompass all three institutions.

**Timeline:** A survey on the culture of the school will be distributed to students, faculty and staff in Winter/Spring 2015. Annual updates will be provided as part of the ColoradoSPH strategic plan.

**Measures:** Measures to be incorporated include: a) Documentation in the Annual Report of the degree of diversity of the types measured with breakdowns by faculty and staff (within rank or classification and by department and by program, department, and partner institution and time to graduation for students) and results of climate survey by partner institution; b) metrics depicting change in each of the measures over time; and c) comparisons to peer institutions and, where possible, national trends in demographics and overall climate.

**Evaluation and Feedback Loop:** The Diversity and Inclusion Working Group will review the reports annually, with recommendations for action proposed to ColoradoSPH leadership.

**Objective 1.3. Provide training and encourage attendance of students (e.g., at orientation) and faculty and staff (e.g., continuing education workshops) addressing cultural**
proficiency, micro-aggression, health disparities, health equity, recruitment, sexual harassment (Title IX) and retention of under-represented minorities, and other topics specific to our needs as identified via data gathering (e.g., climate survey).

Locus of Responsibility: The Associate Dean for Faculty Affairs will be responsible for overseeing the training for faculty on all three campuses. The Director of Human Resources will be responsible for overseeing the training for staff at CU Anschutz and will work with his/her counterparts at the partner schools. The Assistant Dean for Student Affairs will be responsible for offering co-curricular training for students. Student Council can help with co-curricular training for students. Together they will coordinate the training content and timing to assure cohesion among the groups and will work with the University diversity offices at each of the three partner institutions.

Process: Identify, adopt or adapt existing training modules in diverse media (electronic, in person, written, etc) suitable for faculty staff and students. Student council may promote training modules through school-sponsored events, allocation of money (possibly?), or help implement training modules throughout the school. Conduct appropriate assessment of the training programs to support continuous quality improvement.

Timeline: Within 12 months of the approval of this plan, training will be available to students, faculty and staff at all three-partner institutions. These modules will be evaluated and revised annually as appropriate under the guidance of the Diversity and Inclusion Working Group.

Measures: We will document all trainings provided and results of training evaluations.

Evaluation and Feedback Loop: The Diversity and Inclusion Working Group will review the training schedules, participation, and evaluations as part of preparing their annual report to the Dean and provide recommendations about needed improvements in implementation.

Objective 1.4. Develop faculty evaluation, promotion and tenure criteria to explicitly recognize community-based service/scholarship, and health disparities/diversity/inclusion related activities.

Locus of Responsibility: Associate Dean for Faculty Affairs and the ColoradoSPH Dean

Actions: Monitor departmental and school-wide policies and performance for compliance with objective 1.4. This should include adding dossier documentation of: mentorship of under-represented minority faculty and students, development of diversity/inclusion and health disparities programs aimed at education, dissemination, and research. Promotion criteria should incorporate specific mention of, and reward for, such activities. Departments, Centers and individual faculty should be rewarded for noteworthy diversity/inclusion achievements.

Timeline: Within 18 months of the approval of this Plan
**Measures:** Policies, procedures, and awards that incorporate the objective 1.4.

**Milestones of Success:** Policies, procedures, and awards that incorporate objective 1.4, and assure that there are no inequities in awards and promotion rates for under-represented faculty and staff.

**Evaluation and Feedback Loop:** Associate Dean for Faculty Affairs will monitor promotion rates and awards.

**Objective 1.5.** Develop staff evaluation criteria to explicitly recognize diversity/inclusion related activities in work activities.

2. **Community Engagement Goal.** Create and sustain an environment that fosters input mechanisms to include a wide diversity of broad perspectives from a variety of non-academic and academic communities and that incorporates the perspective of diverse public groups into the School’s work.

**Objective 2.1.** All ColoradoSPH Advisory Committees will be diverse in their composition.

**Locus of Responsibility:** ColoradoSPH Dean and Associate Deans

**Process:** Continuously seek ways in which to identify and invite diverse representation for all ColoradoSPH Advisory Committees and ensure appropriate delegation of roles and responsibilities and compensation.

**Timeline:** This is an ongoing process as committees are formed and re-constituted.

**Measures:** The composition of all ColoradoSPH Advisory Committees will be reported by major diversity categories and reviewed annually by the ColoradoSPH Dean and the Diversity and Inclusion Working Group, with documentation included in the Annual Report

**Evaluation and Feedback Loop:** Each committee will be asked to periodically evaluate their effectiveness, function and mission and to assess whether diversity and inclusion goals are being achieved. This information will be shared with the Diversity and Inclusion Working Group as part of preparing its annual report.

**Objective 2.2.** Ensure that the ColoradoSPH has relationships with relevant organizations that represent underserved minority groups.

**Locus of Responsibility:** Department Chairs will gather from faculty and include in their annual reports to the Associate Dean for Public Health Practice a listing and contact information for non-academic, community-based organizations with whom faculty have been engaged. The Associate Dean for Public Health Practice will compile and report this information to the ColoradoSPH Dean and to the Diversity and Inclusion Working Group for incorporation into its
annual report. Student council may play a role through increased collaboration between the professional schools on the Anschutz campus in addition to our sister schools at CSU and UNC. Additionally council can increase interdisciplinary school sponsored community events.

**Process:** The Associate Dean for Public Health Practice will foster and develop relationships with relevant community groups that facilitate engagement with diverse communities with ColoradoSPH Departments, Committees, Faculty, staff and Students.

**Timeline:** The ColoradoSPH will have a new Associate Dean of Public Health Practice appointed in the spring of 2015. The Diversity and Inclusion Work Group will meet with this Associate Dean to understand the priorities for building substantive relationships with external organizations representing our diverse populations.

**Measures:** The Diversity and Inclusion Working Group annual report will compile and list community-based organizations and non-academic organizations with whom the ColoradoSPH has worked with over the prior year.

**Evaluation and Feedback Loop:** The ColoradoSPH Advisory Committee and the Center for Public Health Practice (CPHP) Community Advisory Board will provide feedback on possible additions and contacts of new community–based organizations. This information will be shared with the Dean. The Diversity and Inclusion Working Group will also review reports compiled annually and consider ways to strengthen the ColoradoSPH’s approach.

3. **Culturally Proficient Curriculum Goal.** Ensure that the curriculum at the ColoradoSPH carefully and prominently features teaching material that addresses diversity, inclusion, cultural proficiency and the achievement of health equity.

**Objective 3.1.** Assure that the curricula of all programs contain clear and distinct learning competencies regarding diversity, inclusion, cultural proficiency and the achievement of health equity and indicate which required and non-required courses encompass this material.

**Locus of Responsibility:** Associate Dean of Academic Affairs and the Education and Curriculum Committee (ECC) and Program Directors.

**Process:** All competencies will be reviewed and specific recommendations made regarding objective 3.1 or a justification of why those do not apply. The Associate Dean for Faculty Affairs will provide examples and technical assistance to help faculty incorporate this material into varied course formats and topics on all three campuses.

**Timeline:** Within 12 months of the approval of this plan.

**Measures:** Review of the teaching materials (readings, exercises) as identified by Program Directors for the key courses in which their program has included course components addressing this goal. For all core courses, this will be compiled and reviewed prior to by August
Evaluation and Feedback Loop: Associate Dean of Academic Affairs will document aspects of inclusion, diversity, and health equity in courses, practica, and capstone projects, by mapping the competencies across relevant courses. This information will be reported to the Diversity and Inclusion Working Group for incorporation into its annual report.

Objective 3.2. Assure that at least one course specifically focused on diversity, inclusion, cultural proficiency or the achievement of health equity is available for students within every degree program and on all campuses of the ColoradoSPH.

Locus of Responsibility: Associate Dean of Academic Affairs

Process: A list of course(s) that are focused on diversity, inclusion, cultural proficiency or the achievement of health equity will be maintained and made available by the Associate Dean of Academic Affairs.

Timeline: The Associate Dean of Academic Affairs maintains a list current courses meeting these criteria.

Measures: The Associate Dean of Academic Affairs will monitor the availability of approved (by ECC) courses on all three campuses and work with Program Directors to assure that the courses are available to all students. The Associate Dean of Academic Affairs will also assure that the list is maintained and updated on the ColoradoSPH website.

Evaluation and Feedback Loop: the ColoradoSPH Education and Curriculum Committee and the Associate Dean of Academic Affairs will monitor this requirement.

4. Culturally Competent Research Goal. Facilitate the conduct of research addressing health equity and health disparities issues.

Objective 4.1: Advocate for increased attention research to address health disparities and health equity.

Locus of Responsibility: Associate Dean for Research of the ColoradoSPH.

Process: The Associate Dean for Research will: a) help faculty identify appropriate funding opportunities to facilitate research on health disparities and health equity; b) create means of assisting Department Chairs and faculty in designing studies and programs of research to incorporate a focus on these topics into their research agendas; and c) develop a baseline inventory of projects and usable metrics for long term evaluation of progress in increasing attention to these topics within the research programs of our faculty.

Timeline: This ongoing process should be initiated within 12 months of the acceptance of this
plan and evaluated annually. Evaluation will consist of monitoring the number of projects and amount of funding focused on these areas as measured through information provided by faculty to their chairs as part of annual performance evaluations. Success will be assessed by reviews of the extent to which faculty have been able to successfully incorporate issues of health equity and disparities into their research agendas and successfully complete and publish this research.

**Evaluation and Feedback Loop:** The Associate Dean for Research, working with Department Chairs, will collect information about faculty research performance in this area and monitor needs for continued assistance in achieving success. A report produced by the Associate Dean for Research will be incorporated into the Diversity and Inclusion annual report.

5. **Culturally Competent Public Health Practice Goal.** To promote public health practice and scholarship that addresses diversity, inclusion, cultural proficiency, and health equity.

**Objective 5.1:** Increase the number and quality of public health practice projects that have as a major focus the improvement in health equity and health disparities.

**Locus of Responsibility:** Associate Dean for Public Health Practice, Department Chairs and Center Directors, Director of Practice Based Learning, and Student Council can integrate this with their open meetings to promote practicum and capstones in projects promoting the quality of public health.

**Actions:** Develop a baseline inventory of projects and usable metrics for long-term evaluation.

**Timeline:** The ColoradoSPH will have a new Associate Dean of Public Health Practice appointed in the spring of 2015. The Diversity and Inclusion Work Group will meet with this Associate Dean to understand priorities for addressing this goal.

**Measures:** Public health practice projects focused on these objectives will increase continuously as the school grows. Success toward achieving the goal will be monitored by the Associate Dean for Public Health Practice.

**Signatories**

ColoradoSPH deans and chairs as a mutual contract and commitment sign this document.
Key concepts in this agenda are defined as:

- Cultural competence: any culturally appropriate action that effectively advances the elimination of health disparities and the achievement of health equity.

- Health: as defined by the WHO: "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity", which includes the achievement of one’s full potential.

- Health Equity: the elimination of health disparities, embracing the idea of diversity and inclusion in the academic environment.

- Diversity: representation of people with a range of similarities and differences, including race, ethnicity, gender, religion, socioeconomic status, sexual orientation, and disability.

- Inclusion: characterized by policies and practices to recognize, value and utilize different perspectives.