

Academic Years 2021-2024

# STRATEGIC IMPLEMENTATION PLAN

Prepared by



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Office of Diversity and Inclusion

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# 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 infrastructure that allows for sustainable best practices and progress across core functions of 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 a learning culture and systems that center development of awareness, knowledge, and skills for leaders and community members

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

### Diversity of Our People & Their Success

**Goal 3:** Increase representation of underrepresented Black, Indigenous and communities of color and related supports for fostering a thriving experience

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

Powerful ideas for a



## 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](mailto: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



## Spring

### 8. Collective Meeting for Strategic Implementation Working Group Members

- 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)

- 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

- 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.

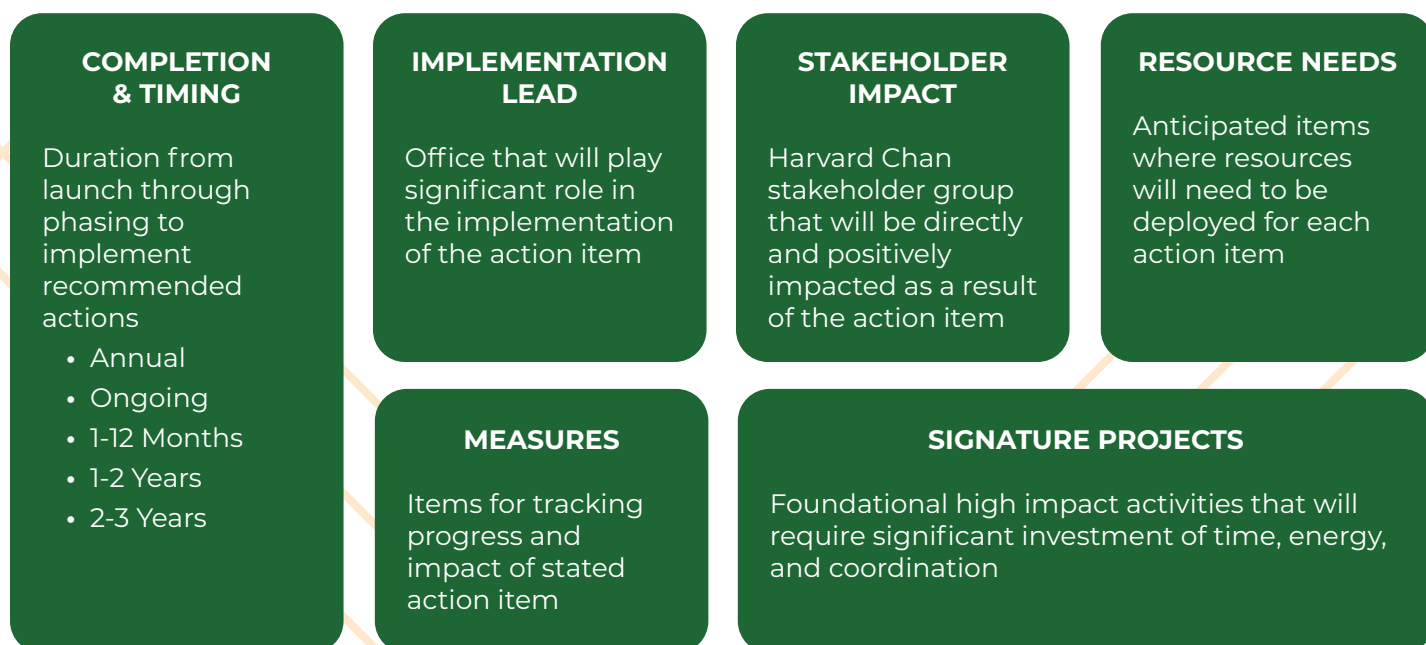
### 11. Strategic Diversity Implementation Session Convening at the End of the Year

- 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.
- 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:



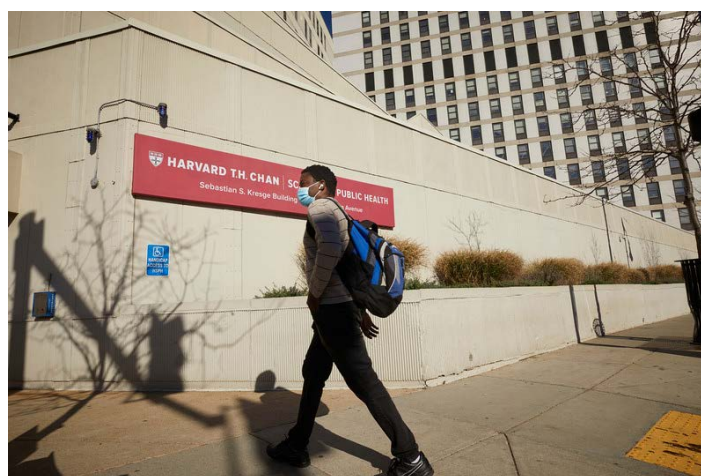


# IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

<b>Goal 1 - Leadership &amp; Institutional Systems:</b> Build institutional infrastructure that allows for sustainable best practices and progress across core functions of the School					
<b>Objective:</b> Establish clear mission, vision and values statement at School level that guide efforts			<b>Theme:</b> 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 <i>HIGH Priority Action</i>	DACDI Strategic Plan Implementation Working Group	1-12 Months	All HSPH	Personnel Time	<ul style="list-style-type: none"> <li>Visible Inclusive Excellence Vision Statement on web and key documents</li> </ul>
Support departments with developing language and strategies for communicating importance of diversity relative to the professional, academic, and research mission at department level <i>HIGH Priority Action</i>	Office of Diversity and Inclusion	Ongoing	All HSPH	Personnel Time	<ul style="list-style-type: none"> <li>Clear method for communication on DIB efforts at department level</li> <li>Consistent and regular communications</li> <li>Recurring agenda items at key meetings</li> </ul>
<b>Objective:</b> Develop resourced strategic implementation plan for the School and implementation teams to support goal attainment and progress			<b>Theme:</b> 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 <i>HIGH Priority Action</i>	Office of Diversity and Inclusion	1-12 Months	All HSPH	Personnel Time	<ul style="list-style-type: none"> <li>Completion of meetings implementation lead and implementation team</li> <li>Implementation of action item</li> <li>Tracking of efforts into Annual Report</li> </ul>
Generate annual end of year strategic plan report on progress with implementation of action items <i>HIGH Priority Action</i>	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time	<ul style="list-style-type: none"> <li>Collect data on completed steps from implementation team</li> <li>Draft DIB Annual Report</li> </ul>
<b>Objective:</b> Establish Departmental Action Plans (DAP) with systems for planning, implementation, and reporting progress for administrative and academic units			<b>Theme:</b> 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 <i>HIGH Priority Action</i>	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time Annual Department Action Plan (DAP) Template	<ul style="list-style-type: none"> <li>Department development of action plan for academic year</li> <li>Submission of action plan to ODI at start of year</li> </ul>
<b>Signature Project:</b> Engage in cyclical engagement between Office of Diversity and Inclusion and departmental DIB committees to support progress, collaboration and communication during the year <i>HIGH Priority Action</i>	Office of Diversity and Inclusion	Ongoing	All HSPH	Personnel Time DIB Expectations & Partnership Guide	<ul style="list-style-type: none"> <li>Completion of meetings between ODI and department DIB committees in fall and spring</li> <li>Completion of cross departmental meetings with liaisons from each department</li> </ul>
Progress Report Committee to review departmental progress report and provide feedback for department <i>HIGH Priority Action</i>	Office of Diversity and Inclusion	Annual	All HSPH	Personnel Time	<ul style="list-style-type: none"> <li>Progress report template for departments</li> <li>Submission of Progress Report at the end of year</li> <li>Feedback submitted by review committee to department</li> </ul>

# IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems <i>continued</i>					
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	<ul style="list-style-type: none"> <li>Completion of monthly communications/ updates to Academic Council on DIB efforts and steps taken</li> </ul>
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	<ul style="list-style-type: none"> <li>Completion of monthly DIB updates to entire Harvard Chan community</li> <li>Open rate for newsletter</li> <li>Percentage of community stakeholders accessing content</li> </ul>
Implement weekly ODI ListServ communications	Office of Diversity and Inclusion	Ongoing	All HSPH (Subscribed Individuals)	Personnel Time Outlook Email	<ul style="list-style-type: none"> <li>Completion of weekly emails sent</li> <li>Increased subscriptions to ListServ during year</li> </ul>
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	<ul style="list-style-type: none"> <li>Completed recording posted to web at end of fiscal year</li> <li>Communication to alert community on recording</li> <li>Percentage of community stakeholders accessing content</li> </ul>
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	<ul style="list-style-type: none"> <li>Report uploaded to web</li> <li>Communication to alert community on recording</li> <li>Percentage of community stakeholders accessing content</li> </ul>
Develop recorded webinars and/or feature stories, when needed, on critical and high-impact activities that will impact the stakeholder experience <i>MEDIUM Priority Action</i>	Office of Diversity and Inclusion Office of Communications	Annual	All HSPH	Personnel Time Intern/EDI Fellow Assigned to Project	<ul style="list-style-type: none"> <li>Identification of promising practices to highlight each year</li> <li>Completed recording/article posted to web</li> <li>Completed communication regarding feature on web</li> <li>Open rate for newsletter</li> <li>Percentage of community stakeholders accessing content</li> </ul>





# IMPLEMENTATION: GOAL 1 ACTION ITEM DETAILS

Goal 1 - Leadership & Institutional Systems <i>continued</i>					
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)
<p><b>Signature Project:</b> 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)</p> <p><i>HIGH Priority Action</i></p>	DACDI Assessment Working Group	1-12 Months	All HSPH	Personnel Time External Instrument & Vendor Marketing Campaign Material Incentives for Survey Completion	<ul style="list-style-type: none"> <li>Formed climate assessment planning team</li> <li>Completed communications to senior and department leaders</li> <li>Completed communications to Harvard Chan community</li> <li>Response rate of climate assessment</li> </ul>
<p>Compile aggregated data from exit surveys and other evaluations to include in reports on DIB related trends</p> <p><i>HIGH Priority Action</i></p>	Office of Educational Programs Office of Human Resources Office of Diversity and Inclusion	1-12 Months	Students	Personnel Time	<ul style="list-style-type: none"> <li>Completion of data gathering from key offices</li> <li>Analysis of data for themes</li> <li>Incorporation of data and findings into DIB annual report</li> </ul>
<p>Incorporate assessment practices specific to unique departmental needs into the Departmental Action Plan (DAP) activities</p> <p><i>HIGH Priority Action</i></p>	Office of Diversity and Inclusion	1-12 Months	Academic and Administrative Departments	Personnel Time	<ul style="list-style-type: none"> <li>Identification of key areas for assessment</li> <li>Identification/development of assessment tool</li> <li>Administration of assessment</li> <li>Analysis of data to identify themes</li> </ul>
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)
<p>Include information on systems for bias reporting and follow up in new student orientation and new employee orientation materials</p> <p><i>HIGH Priority Action</i></p>	Bias Response Team	1-12 Months	All HSPH	Personnel Time	<ul style="list-style-type: none"> <li>Addition of updated bias reporting information to Canvas for new students</li> <li>Addition of updated bias reporting information to OFA and HR Orientation page</li> <li>Disseminated bias reporting material and student and employee orientation</li> </ul>
<p>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</p> <p><i>HIGH Priority Action</i></p>	Bias Response Team	1-12 Months	All HSPH	Personnel Time Bias Response Team Member Resources Training for Bias Response Team Members	<ul style="list-style-type: none"> <li>Development of resources and guides for response team members</li> <li>Completed training during year for Bias Response Team on anti-discrimination policy and implications</li> </ul>
<p>Develop bias response overview video content for sharing with community and departments</p> <p><i>HIGH Priority Action</i></p>	Bias Response Team Office of Communications	1-12 Months	All HSPH	Personnel Time 3Play Captioning	<ul style="list-style-type: none"> <li>Development of video content</li> <li>Completed recording of video</li> <li>Completed upload of content to web</li> <li>Implemented communication plan to community</li> <li>Click rate for video content</li> </ul>



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