Universitywide Diversity Strategic Plan

Executive Summary

Rutgers School of Public Health

The Universitywide Diversity Strategic Plan for the Rutgers University School of Public Health outlines the goals for the five priority areas identified by the Senior Vice President for Equity. The goals and related strategies provide the action steps needed to move the School forward over the next five years to assure a diverse, equitable, and inclusive environment for its faculty, staff, students and stakeholders.

The goals were developed after input was gathered from members of the School's Leadership Team, members of the faculty and staff, and students. Meetings were held March and April of 2021 with members of the School's Leadership Team, faculty and staff to discuss each priority area; some members provided input for more than one area. Student input was obtained from a focus group held in the Fall 2020 semester. Additional input was gained from work completed by RBHS Diversity Leadership Council Members who attended the American Association of Medical Colleges' (AAMC) Healthcare Executive Diversity and Inclusion Certificate (HEDIC) Program.

As a part of developing the plan, diversity and inclusion plans from member schools of the Association of Schools and Programs of Public Health (ASPPH) were reviewed to determine if our goals aligned with current trends in public health and to inform the development of our goals. This included a review of the ASPPH Statement of Commitment to Zero Tolerance for Harassment and Discrimination in Schools and Programs of Public Health developed by a task force which was led by Dean Halkitis and with an eye to the developing strategic plan on the eradication of racism and systemic racism being developed by another task force that is co-directed by Dean Halkitis with WVI Associate Dean Linda Alexander. Conversations also were held with external stakeholders from several schools of public health to discuss future trends in diversity and inclusion initiatives in public health.

The goals reflect the school's core values identified in its Strategic Plan:

> Diversity: celebration of background, experience, and identity among our students, faculty, staff and the populations we serve.

> Equity: Research, education, and community engagement that invoke the democratic process, equal opportunity, and social justice.

> Inclusion: Incorporation of all voices and perspectives in all aspects of the School's endeavors.

Priority Areas and Goals

Priority 1: Recruit, Retain, and Develop a Diverse Community

Goal 1: Increase faculty recruitment efforts
Goal 2: Increase visibility of open faculty positions on SPH website
Goal 3: Recruit and retain a diverse faculty that reflection the composition of the school's students
Goal 4: Improve faculty's ability to teach and mentor diverse graduate students
Goal 5: Provide resources to increase faculty retention
Goal 6: Recruit and retain diverse graduate students
Goal 7: Recruit and retain a diverse administrative and professional staff
Goal 8: Enhance faculty and staff search process through mandatory implicit bias training

Priority 2: Promote Inclusive Scholarship and Teaching

Goal 1: Develop DEI specific course competencies and embed DEI content across the curriculum in order to increase opportunities that advance student DI knowledge and skills
Goal 2: Audit core courses (program and department) for DI content
Goal 3: Establish a curriculum sub-committee to conduct content analysis on all new courses
Goal 4: Improve faculty's ability to teach and mentor a diverse graduate and undergraduate student body
Goal 5: Social Justice & Health Equity Postdoctoral Training Program
Goal 6: Develop inclusive classroom practices by insuring ADA compliance

Priority 3: Define Sustainable and Substantive Community Engagement

Goal 1: Expand pipeline programs designed to provide educational opportunities for students from underrepresented and underserved populations in New Jersey
Goal 2: Develop partnerships with community-based organizations to engage faculty and students in Capstone/research projects
Goal 3: Formalize relationships with New Jersey Department of Health units
Goal 4: Build on research and practice relationships to extend opportunities across the mission

Priority 4: Build the Capacity of Leaders to Create Inclusive Climates

Goal 1: Ensure that SPH leadership prioritizes DEI in all aspects of the school
Goal 2: Biennial DEI Retreat for faculty and staff
Goal 3: Replicate Building Bridges for Impact & Growth Program (BBIG) for SPH Leadership
Goal 4: Social Justice & Health Equity Postdoctoral Training Program
Goal 5: Establish the foundation for a culture of continuous improvement

Priority 5: Develop an Institutional Infrastructure to Drive Change

Goal 1: Implement Diversity Action Plan (DAP) to guide SPH through the next 5 years
Goal 2: Create a permanent DEI Committee in accordance with the School's By-Laws
Goal 3: Increase faculty recruitment efforts
Goal 4: Recruit and retain a diverse faculty that reflect the composition of the school's students
Goal 5: Recruit and retain diverse graduate students
Goal 6: Establish the foundation for a culture of continuous improvement

Goal 7: Conduct an examination of the school to identify policies, practices and structures that needed to be aligned with DEI values

Each goal will be implemented by members of the School's Leadership Team and their respective offices, reporting to the Assistant Dean for Diversity, Equity and Inclusion and the Diversity Committee, with progress being reported to the Dean. In order to maintain transparency, reports will be made to the faculty, staff, and students at least once each semester. The majority of the goals require manpower from members of the school, while several will require funding for the development of new materials, honoraria for speakers, or training materials.

This plan was developed recognizing the need to engage our faculty, staff, students and stakeholders in diversity initiatives across the School of Public Health to provide an environment that invites and values the contributions of everyone so that we can fulfill the mission of excellence in public health.

Universitywide Diversity Strategic Plan

School of Public Health

Priority 1: Recruit, Retain, and Develop a Diverse Community

Goals	Strategies: What activities will you use to accomplish your goals?	Deliverables: *(Actions)* For each strategy list one or more specific actions you will use to implement it	Deliverables: *(Resources)* For each strategy list one or more specific resources you will use or develop to implement it. Also consider additional institutional support or resources needed to implement it	Metrics What information or data will you track and review to measure both short and long-term progress towards your goals? What sources will be used?
Goal 1: Increase faculty recruitment efforts	• Advertise faculty position openings in professional journals and organizations that focus on underrepresented and underserved scholars	• Require DEI language in all faculty postings • Fall 2021	• Develop standard DEI statement to be included in all job postings • Chief of Staff, Interim Associate Dean for Faculty Affairs, Dean for DEI, Department Chairs	• Number of applicants interviewed • Number of applicants offered positions • Number of applicants that decline offers • Number of applicants from targeted journals • Number of applicants from targeted organizations • Number and types of professional locations where advertisements are distributed
	• Institute diversity training for all search committee members	• Introduce to School's Leadership Team • Fall 2021 • Launch program • Spring 2022 • Connect search committee members to LinkedIn Learning Starting Points Courses	• Develop and distribute email announcing the LinkedIn Learning Starting Points Courses • Fall 2021/Spring 2022 •	• Number of search committee members that complete Unconscious Bias training • Number of search committee members that complete

		(https://diversity.rutgers.edu/LinkedIn_Learning)
		• Search committee members to complete the following courses
		   • Unconscious Bias (24 minutes)
		   • Confronting Bias (40 minutes)
		   • Communicating Across Cultures (32 minutes)
		(Each participant will need to join for one month to access the free training through LinkedIn.)
				Confronting Bias training
				• Number of search committee members that complete Communicating Across Cultures training

	• Use of standardized candidate evaluation form for use by search committees	• Develop standardized candidate evaluation form, include section for specific departments
		• Fall 2022
		• Include:
		   • Educational background
		   • Prior work experience
		   • Grant funding
		   • Publications
		   • Teaching and research
		   • Service
		   • Strengths/weaknesses
		   • Commitment to DEI
		   • Department specific information
		   • SPH specific information
			• Committee to develop evaluation form
			   • Chief of Staff, Interim Associate Dean for Faculty Affairs, Department Chairs
				• Number of forms completed each academic year

		• Overall impression/recommendation	
Goal 2: Increase visibility of open faculty positions on SPH website	• Add visible section to home page with open faculty positions	• Office of Marketing and Communications to update SPH website • Fall 2021	• Office of Marketing and Communications and Assistant Dean for DEI to develop language for updated website • Office of Marketing and Communications to determine optimal visibility space	• Number "hits" to site • Number of applicants
Goal 3: Recruit and retain a diverse faculty that reflection the composition of the school's students	• Evaluate past history of retention by department • Develop exit interview process for faculty • Faculty focus groups regarding opportunities and challenges to improving faculty DEI climate	• Copy of faculty hiring toolkit to be distributed to all new faculty • Fall 2022 • Copy of toolkit to be posted on SPH website under Faculty Resources • Fall 2022	• Develop faculty hiring toolkit utilizing University and SPH guidelines and resources • Interim Associate Dean for Faculty Affairs, Assistant Dean for DEI, Chief of Staff and Coordinator, Faculty Personnel Administration	• Number of faculty retained at end of school year • Number of faculty lost at end of school year • Number of faculty participating in focus group to identify opportunities and challenges
Goal 4: Improve faculty's ability to teach and mentor diverse graduate students	• Faculty peer review • Include DEI course evaluation scores in annual faculty review process at SPH	• Peer reviews of inclusive teaching practices • Fall 2022 • Add DEI course content assessment in semester course reviews completed by students • Fall 2022	• Develop peer review form • Interim Associate Dean for Faculty Affairs, Associate Dean for Academic Affairs, Assistant Dean for DEI	• Benchmark 75% of primary faculty • Percentage of courses that include DEI content
Goal 5: Provide resources to increase faculty retention	• Access to faculty mentoring with the SPH	• SPH mentors to be assigned at time of hiring	• Interim Associate Dean for Faculty Affairs and Department Chairs to	• Number of mentoring sessions with SPH mentor

	• Access to faculty mentoring through Rutgers Connection Network Mentoring Program • Access to Rutgers Office for Faculty Development	• To occur with each new hire • Department Chairs to refer new and current faculty to the Rutgers Connection Network Mentoring Program and Rutgers Office for Faculty Development • Fall 2021	develop materials related to retention and mentoring for SPH faculty • Department Chairs and mentors to distribute information regarding resources that will increase faculty retention	• Number of new faulty referred to Rutgers Connection Network Mentoring Program • Number of current faculty referred to Rutgers Connection Network Mentoring Program • Number of new faculty referred to Rutgers Office for Faculty Development • Number of current faculty referred to Rutgers Office for Faculty Development

Goal 6: Recruit and retain diverse graduate students	• Conduct targeted recruitment at Rutgers programs that support the academic success of students from underrepresented and underserved populations, starting fall 2021
	  • Future Scholars Program
	  • McNair Program
	  • Mountainview Program (NJ-STEP)
	  • ODASIS (Office for Diversity and Academic Success in the Sciences)
	• Conduct targeted recruitment at Hispanic
		• Develop recruitment materials specific to each group
		• Schedule recruitment activities at each program/school
		  • Fall 2021
		  • Spring 2022
			• Office of Marketing and Communications in conjunction with the Office of Admissions to develop recruitment materials
			• Resources needed:
			  • **Designing Materials:** Cost of creating new recruitment materials (between $5,000-$10,000) with a graphic designer
			  • **Creating Content:** Consulting cost with someone who is able to help with the targeted
				• Number of recruitment events per year at Rutgers program
				• Number of applicants from Rutgers programs
				• Number of recruitment events held at Hispanic Serving Institutions
				• Number of applicants from Hispanic Serving Institutions
				• Number of applicants from pipeline programs

			writing of the actual content of the materials	
	Serving Institutions (HIS) in NJ, starting fall 2021 • Bloomfield College • Fairleigh Dickenson University • Montclair State University • New Jersey City University • Pillar College • Saint Elizabeth University • William Paterson University			
	• Engage alumni in recruitment efforts by having them reach out to admitted students	• Office of Admission to work with Alumni Affairs Coordinator to connect alumni with admitted students • Spring 2023	• Major resource needed: active alumni listing and contact information	• Number of alumni reaching out to admitted students
	• Implement an academic success program	• Continue work with Associate Dean for Educational Development and Associate Dean for Academic Affairs to provide alternative course delivery methods • Ongoing	• Department Chairs and Concentration Directors to determine courses for alternative delivery methods • Costs associated with changing course delivery (i.e., asynchronous and synchronous courses)	• Number of courses with multiple delivery methods
	• Establish peer mentoring program for entering students to assist new students with acclamation to the program, policies, etc.	• Assign peer mentors to each newly admitted student • Fall 2022	• Office of Student Affairs to recruit students entering second year of program as peer mentors for entering students	• Number of peer mentors recruited each year • Number of interactions between student and peer mentor

	• Provide professional development for advisors and mentors focusing on diversity ad inclusion, identifying key issues for retention	• Identify appropriate training materials • Spring 2022 • Initiate trainings • Fall 2022	• Estimated cost for Canvas course development $5,000 - $6,000	• Number of courses developed • Number of times course is completed by advisors or mentors
Goal 7: Recruit and retain a diverse administrative and professional staff	• Add visible section to home page with open administrative and professional staff positions	• Office of Marketing and Communications to update SPH website • Fall 2021	• Office of Marketing and Communications to develop language for updated website • Office of Marketing and Communications to determine optimal visibility space	• Number "hits" to site • Number of applicants
	• Standardize hiring toolkit for administrative and professional staff	• Copy of administrative hiring toolkit to distributed to all new administrative staff • Fall 2022 • Copy of toolkit to be posted on SPH website under Administrative Staff Resources • Fall 2022	• Develop Administrative Staff section of SPH webpage – Office of Marketing and Communication • Develop administrative hiring toolkit utilizing University and SPH guidelines and resources • Chief of Staff and Coordinator Staff Resources and Administration	• Number of administrative staff retained at end of school year • Number of administrative staff lost at end of school year
	• Access to Rutgers Office for Organization and Talent Development Course Registration System	• Supervisors to refer administrative staff to participate in Talent Development Courses based on interests and position • Fall 2022	• Develop Administrative Staff section of SPH webpage with link to Talent Development Courses – Chief of staff/HR • Summer 2022	• Number of administrative staff participating in Talent Development Courses
Goal 8: Enhance faculty and staff search process through	• Provide Implicit Bias training for all faculty	• Training for current search committee members	• RBHS Vice Chancellor for Diversity and Inclusion	• Number of training opportunities offered

mandatory implicit bias training	and staff that sit on search committees	• Fall 2021 • Training for new search committee members as they are appointed • On-going starting fall 2021	to provide training modules on Canvas	• Number of faculty that sit on search committees that complete training • Number of staff that sit on search committees that complete training

Priority 2: Promote Inclusive Scholarship and Teaching

Goals	Strategies: What activities will you use to accomplish your goals?	Deliverables: *(Actions)* For each strategy list one or more specific actions you will use to implement it	Deliverables: *(Resources)* For each strategy list one or more specific resources you will use or develop to implement it. Also consider additional institutional support or resources needed to implement it	Metrics What information or data will you track and review to measure both short and long-term progress towards your goals? What sources will be used?
Goal 1: Develop DEI specific course competencies and embed DEI content across the curriculum in order to increase opportunities that advance student DI knowledge and skills	• Develop diversity competencies that are aligned with CEPH and ASPPH	• Work with Associate Dean for Academic Affairs, Associate Dean for Educational Programming to develop integration plan • Fall 2022 • Provide trainings at department meetings for all faculty • Fall 2022	• CEPH, ASPPH and RBHS DEI guidelines will be used as basis for development	• Number of faculty development trainings • Number of faculty trained
Goal 2: Audit core courses (program and department) for DI content	• Assessment of course syllabi • Concentration required courses • Selective • Electives • PhD • Instructors and concentration directors will complete the DEI Assessment form for review by curriculum Committee • Assessment will be completed prior to course being taught	Concentration review schedule • Sep 2021: SBHS (MPH & PhD) • Oct 2021: EPID (MPH & PhD) • Nov 2021: EHS & HSAP (MPH & PhD) • Dec 2021: BIST (MS & MPH & PhD) • Jan 2022: GLPH & OSH (MPH) • Feb 2022: HOPE (MS) • Mar 2022: URPH & OEM (MPH)	• Assessment of Rutgers School of Public Health curricula for Diversity, Equity, and Inclusion form • Interim Associate Dean for Faculty Affairs, Associate Dean for Academic Affairs, Associate Dean for Educational Programming Development, Assistant Dean for DEI	• Number of DEI reading assignments • Number of diverse guest speakers • Number of diverse examples in lecture materials

		• Apr 2022: PHNT & LGBTQ (MPH) • May 2022: DrPH		
Goal 3: Establish a curriculum sub-committee to conduct content analysis on all new courses	• Select members from Curriculum Committee, each department and concentration to conduct content analysis	• Committee to meet each semester starting • Fall 2021	• Assessment of Rutgers School of Public Health Curricula for Diversity, Equity, and Inclusion form • Assistant Dean for DEI, Associate Dean for Academic Affairs Curriculum Committee	• Number of DEI reading assignments • Number of diverse guest speakers • Number of diverse examples in lecture materials
Goal 4: Improve faculty's ability to teach and mentor a diverse graduate and undergraduate student body	• Promote inclusive teaching workshops opportunities • Faculty review of inclusive teaching practices	• Workshops to be conducted each semester during All School Meeting beginning • Fall 2021 • Develop peer review process with DEI section • Fall 2022	• RBHS Vice Chancellor for Diversity and Inclusion to provide training modules on Canvas	• Benchmark 75% of primary faculty
Goal 5: Social Justice & Health Equity Postdoctoral Training Program	• Post position with Rutgers HR • Post position in higher education journals	• Accept first postdoctoral scholar – fall 2021 • Accept second postdoctoral scholar – fall 2022 • Accept third postdoctoral scholar – fall 2023 • Accept fourth postdoctoral scholar – fall 2024	• Identify primary RSPH faculty members to mentor scholars • Interim Associate Dean for Faculty Affairs, Chief of Staff, Department Chairs • Identify research opportunities • Faulty mentors	• Number of applicants • Number of faculty mentors

		• Accept fifth postdoctoral scholar - 2025		

Goal 6: Develop inclusive classroom practices by insuring ADA compliance	• Institute closed captioned Zoom lectures
	• Institute closed captioned live lectures
	• Provide transcripts of class lectures
		• Zoom closed captioned lectures
		  • September 2022
		• Live closed captions lectures
		  • January 2023
		• Lecture transcripts
		  • January 2023
			• SPH IT Department	• Number of closed captions Zoom lectures
				• Number of transcripts provided for Zoom lectures

Priority 3: Define Sustainable and Substantive Community Engagement

Goals	Strategies: What activities will you use to accomplish your goals?	Deliverables: *(Actions)* For each strategy list one or more specific actions you will use to implement it	Deliverables: *(Resources)* For each strategy list one or more specific resources you will use or develop to implement it. Also consider additional institutional support or resources needed to implement it	Metrics What information or data will you track and review to measure both short and long-term progress towards your goals? What sources will be used?

Goal 1: Expand pipeline programs designed to provide educational opportunities for students from underrepresented and underserved populations in New Jersey	• Conduct targeted recruitment at Rutgers programs that support the academic success of students from underrepresented and underserved populations, starting fall 2021
	  • Future Scholars Program
	  • McNair Program
	  • Mountainview Program (NJ-STEP)
	  • ODASIS (Office for Diversity and Academic Success in the Sciences)
	• Conduct targeted recruitment at Hispanic Serving Institutions (HIS) in NJ, starting fall 2021
	  • Bloomfield College
	  • Fairleigh Dickenson University
		• Develop recruitment materials specific to the internal to Rutgers and external to Rutgers audiences
		• Schedule recruitment activities at each program/school
		  • Fall 2021
		  • Spring 2022
			• Office of Marketing and Communications in conjunction with the Office of Admissions to develop recruitment materials
			• Resources needed:
			  • **Designing Materials:** Cost of creating new recruitment materials (between $5,000-$10,000) with a graphic designer
			  • **Creating Content:** Consulting cost with someone who is able to help with the targeted writing of the actual content of the materials
				• Number of recruitment events per year at Rutgers program
				• Number of applicants from Rutgers programs
				• Number of recruitment events held at Hispanic Serving Institutions
				• Number of applicants from Hispanic Serving Institutions

	• Montclair State University • New Jersey City University • Pillar College • Saint Elizabeth University • William Paterson University		
Goal 2: Develop partnerships with community-based organizations to engage faculty and students in Capstone/research projects	• Office of Practice to attend existing community organizations to develop relationships with the organizations	• Office of Practice and Office of Research to conduct listening sessions with community-based organizations to determine needs from SPH students • spring and summer 2022 • fall and spring 2023	• Office of Practice to develop flyers/emails to engage community members and recruit for listening sessions to be reviewed by the Office of Marketing and Communications	• Number of listening sessions held • Number of partnerships • Number of student projects/research opportunities • Number of faculty research opportunities
Goal 3: Formalize relationships with New Jersey Department of Health units	• Meet with members of the NJDOH to establish relationships with various departments within NJDOH, i.e., health statistics, minority and multicultural health, STDS, and maternal and child health • Formalize Dean/Chancellor level MOUs with NJDOH for data sharing and project development with departments of interest	• Office of Research and Office of Practice representatives to meet with members of the NJDOH • Fall 2022 • Fall 2023	• Office of Research and Office of Practice to develop fact sheets describing the importance of a strong relationship between the school of NJDOH	• Number of MOU established with NJDOH • Number of research opportunities and student Capstone projects resulting from MOUs

Goal 4: Build on research and practice relationships to extend opportunities across the mission	• Faculty and practice consult the repository when looking for research sites, additional practice sites and work with the person who is the lead on the relationship for an introduction.	• Create a central repository of existing collaborative relationships which can be accessed by faculty and the practice office • Fall 2022/Spring 2023	• Office of Practice, Director of Research	• Number of organizational relationships that include both research and practice

Priority 4: Build the Capacity of Leaders to Create Inclusive Climates

Goals	Strategies: What activities will you use to accomplish your goals?	Deliverables: *(Actions)* For each strategy list one or more specific actions you will use to implement it	Deliverables: *(Resources)* For each strategy list one or more specific resources you will use or develop to implement it. Also consider additional institutional support or resources needed to implement it	Metrics What information or data will you track and review to measure both short and long-term progress towards your goals? What sources will be used?

Goal 1: Ensure that SPH leadership prioritizes DEI in all aspects of the school	• Provide professional development opportunities during All School meetings	• Deliver DEI training once per semester for faculty and staff
		  • Fall 2021: Microaggressions
		  • Spring 2022: Implicit Bias Training
		  • Fall 2022: Pronoun Use
		  • Spring 2023: Bystander intervention
			• Training announcements will be noted in All School meeting emails and agendas
			• Coordinate trainings with Dean's Office
				• Number of professional development opportunities per year
				• Number of faculty that participate in DEI professional development
				• Number of staff that participate in DEI professional development

	• Provide on-line DEI courses in Canvas for faculty, staff and students	• Provide link to Canvas courses developed by the Office of the Vice Chancellor for Diversity & Inclusion • Fall 2021	• Vice Chancellor's Office to provide access to Canvas training materials for faculty, staff and students • Office of Student Services to add links to Canvas training opportunities in School of Public Health Student Connect emails	• Number of courses offered
	• Dean to require DEI activities as a part of annual review process at SPH	• All faculty should have at least one DEI goal each year	• Develop tracking system to monitor goals and activities	• Number of activates completed yearly

		• 2021-2022 evaluation period • All faculty to participate in at least one DEI activity per year • 2021-2022 evaluation period	• Interim Associate Dean for Faculty Affairs, Chief of Staff and Coordinator, Faculty Personnel Administration	

Goal 2: Biennial DEI Retreat for faculty and staff	• Establish planning committee
	  • Fall 2021
	• Identify funding source
	• Identify on-campus location
		• Planning committee to establish date, time, location, determine cost
		  • Spring 2022
		• Identify topics and speakers
		  • Spring 2022
		• Develop informational emails
		  • Summer 2022
		• Retreats
		  • Fall 2022
		  • Fall 2024
			• Costs to be determined with the Office of Admin/Finance
			• Planning group:
			  • DEI Dean in conjunction with multiple offices (Facilities, Admin and Finance, MarCom) will need to lead this effort.
				• Number of faculty that attend
				• Number of staff that attend
				• Pre/posttest results from attendees

Goal 3: Replicate Building Bridges for Impact & Growth Program (BBIG) for SPH Leadership	• Introduce BBIG Program to SPH Leadership
	• Appoint DEI sub-committee to review materials for program
	  • Fall 2021
	• Completion of BBIG Program is tied to annual review
		• Develop training materials, course outline and schedule
		  • Fall 2021
		• Identify and contact speakers
		  • Fall 2021 – spring 2022
		• Program start date
		  • Fall 2022
			• Funding for program $4,000 – books, training materials, honoraria	• Number of SPH Leadership that complete the BBIG Program
				• Outcome of Program projects
				• Pre/posttest results from participants

Goal 4: Social Justice & Health Equity Postdoctoral Training Program	• Post position with Rutgers HR • Post position in higher education journals	• Accept first postdoctoral scholar – fall 2021 • Accept second postdoctoral scholar – fall 2022	• Identify primary RSPH faculty members to mentor scholars • Identify research opportunities • Funding through the RSPH	• Number of job posting sites • Number of applicants • Demographics of the applicants • Number of interviews

		• Accept third postdoctoral scholar – fall 2023 • Accept fourth postdoctoral scholar – fall 2024 • Accept fifth postdoctoral scholar - 2025		• Number of faculty mentors
Goal 5: Establish the foundation for a culture of continuous improvement	• Faculty and staff are trained to contribute to the continuous improvement of the school	• Faculty/staff training opportunities during All School meetings • Fall 2021 • Self-paced faculty/staff trainings on Canvas • Date to be determined	• Trainers for All School Meetings • Self-paced Canvas trainings • RBHS Vice Chancellor for Diversity and Inclusion	• Number of faculty participating mentoring programs • Number of staff participating in mentoring programs • Number of students receiving either peer or faulty mentoring • Number of training opportunities offered during All School meetings • Number of faculty, staff and students participating in self-paced Canvas training

Priority 5: Develop an Institutional Infrastructure to Drive Change

Goals	Strategies: What activities will you use to accomplish your goals?	Deliverables: *(Actions)* For each strategy list one or more specific actions you will use to implement it	Deliverables: *(Resources)* For each strategy list one or more specific resources you will use or develop to implement it. Also consider additional institutional support or resources needed to implement it	Metrics What information or data will you track and review to measure both short and long-term progress towards your goals? What sources will be used?

Goal 1: Implement Diversity Action Plan (DAP) to guide SPH through the next 5 years	• Dean and Chief of Staff to review DAP
	   • Summer 2021
		• Present DAP to Leadership
		   • Fall 2021
		 • Present DAP to Faculty and Staff
		   • September 2021
			• Completed DAP that is aligned with UDSP	• Number of goals implemented each year

Goal 2: Create a permanent DEI Committee in accordance with the School's By-Laws	• Submit proposal to By-Laws Committee to establish permanent DEI Committee • July 2021	• Use work of previous DEI Ad Hoc Committee and current DAP/UDSP to substantiate need for committee	• Develop proposal for Committee with Mission and Vision statements • Support from Ad Hoc Committee members • Select/elect committee members	• Number of meetings per year • Number of DEI initiatives completed per year
Goal 3: Increase faculty recruitment efforts	• Target professional journals and organizations that focus on underrepresented and underserved scholars	• Require DEI language in all faculty postings	• Develop standard DEI statement to be included in all job postings	• Number of applicants from targeted journals • Number of applicants from targeted organizations

Goal 4: Recruit and retain a diverse faculty that reflect the composition of the school's students	• Evaluate past history of retention by department
	 • Develop exit interview process for faculty
	 • Faculty focus groups regarding opportunities
		• Copy of faculty hiring toolkit to distributed to all new faculty
		   • Fall 2022
		 • Copy of toolkit to be posted on SPH website under Faculty Resources
			• Develop faculty hiring toolkit utilizing University and SPH guidelines and resources
			   • Interim Associate Dean for Faculty Affairs, Chief of
				• Number of faculty retained at end of school year
				 • Number of faculty lost at end of school year
				 Number of faculty participating in focus group

	and challenges to improving faculty DEI climate	• Fall 2022	Staff and Coordinator, Faculty Personnel Administration	to identify opportunities and challenges

Goal 5: Recruit and retain diverse graduate students	• Conduct targeted recruitment at Rutgers programs that support the academic success of students from underrepresented and underserved populations, starting fall 2021
	  • Future Scholars Program
	  • McNair Program
	  • Mountainview Program (NJ-STEP)
	  • ODASIS (Office for Diversity and Academic Success in the Sciences)
	• Conduct targeted recruitment at Hispanic Serving Institutions (HIS) in NJ, starting fall 2021
	  • Bloomfield College
	  • Fairleigh Dickenson University
	  • Montclair State University
	  • New Jersey City University
	  • Pillar College
		• Develop recruitment materials specific to each group
		• Schedule recruitment activities at each program/school
		  • Fall 2021
		• Spring 2022
			• Office of Marketing and Communications in conjunction with the Office of Admissions to develop recruitment materials
			• Resources needed:
			  • **Designing Materials:** Cost of creating new recruitment materials (between $5,000-$10,000) with a graphic designer
			  • **Creating Content:** Consulting cost with someone who is able to help with the targeted writing of the actual content of the materials
				• Number of recruitment events per year at Rutgers program
				• Number of applicants from Rutgers programs
				• Number of recruitment events held at Hispanic Serving Institutions
				• Number of applicants from Hispanic Serving Institutions

	• Saint Elizabeth University • William Paterson University • Conduct recruitment at public health related annual meetings/conventions			
Goal 6: Establish the foundation for a culture of continuous improvement	• Faculty and staff are trained to contribute to the continuous improvement of the school	• Faculty/staff training opportunities during All School meetings • Self-paced faculty/staff trainings on Canvas	• Trainers for All School Meetings • Self-paced Canvas trainings • RBHS Vice Chancellor for Diversity and Inclusion	• Number of faculty participating mentoring programs • Number of staff participating in mentoring programs • Number of students receiving either peer or faulty mentoring • Number of training opportunities offered during All School meetings • Number of faculty, staff and students participating in self-paced Canvas training

Goal 7: Conduct an examination of the school to identify policies, practices and structures that needed to be aligned with DEI values	• Admissions
	• Scholarship availability
	• Professional development
	• Recruitment and retention of faculty, staff, and students
	• Course content analysis
		• Scholarship availability for underrepresented and underserved populations
		  • Date TBD
		• Data collection to track faculty and staff retention
		  • Spring 2022
		• Data collection to track student success (i.e.,
			• Establishment of scholarships for underserved and underrepresented students
			  • How funded?
			• New data collection forms
			• Course assessment form
				• Number of faculty retained at end of school year
				• Number of faculty lost at end of school year
				• Number of staff retained at end of school year
				• Number of staff lost at end of school year

		• Academic Progression reports)
		   • Fall 2020
		• Revise courses to reflect diverse content
		   • Fall 2022
				• Number of students with grades less than a B at end of each semester
				• Number of students with F grades at end of each semester
				• Number of DEI reading assignments
				• Number of diverse guest speakers
				• Number of diverse examples in lecture materials