EXAMPLES OF DIVERSITY, EQUITY, and INCLUSION (DEI) INITIATIVES AND STRATEGIES TO CONSIDER

I. **RECRUITMENT AND RETENTION**

a. **Student pipeline and pathway programs**
Developing or implementing short-term and long-term strategies to meet current and future health care or scientific workforce needs. This may include partnerships or student recruitment strategies to promote a diverse, culturally competent workforce or attract early learners, K-12, undergraduate, graduate, and professional students to pursue health or scientific careers to enhance patient care.

b. **Student retention programs**
Evidence of building support structures to create a sense of belonging for historically underrepresented or marginalized, first-generation, economically or educationally disadvantaged, or international students. Mentoring or tutoring programs, staff care and support, student organizations, academic support, and financial counseling are a few examples. This may also include increasing access to support student needs such as food insecurity, clothing, affordable housing, transportation, childcare, etc.

c. **Scholarships**
Creating and sustaining a scholarship fund for talented and eligible students from historically underrepresented, diverse or marginalized backgrounds to enhance diversity and educational experiences for all.

d. **Talent management pipeline and faculty diversity programs**
Evidence of strategically recruiting and/or mentoring talented and qualified staff or faculty from historically underrepresented, diverse or marginalized backgrounds resulting in a significant increase in diversity, advancement, promotions, and retention compared to previous years.

II. **CLIMATE AND CULTURE**

a. **DEI leadership within the department or school**
This appointment works within the current leadership structure of the department or school. Responsibilities may include monitoring, organizing, and/or evaluating activities or initiatives related to the successful delivery of DEI within education, health care, research and service. (Salary support for DEI administrative duties is strongly encouraged for these roles.)

b. **DEI Committee, task Force or council**
With full support from the Dean, Chair, or other departmental leader, this is an active standing committee composed of faculty, staff, post docs, fellow, residents and/or students that may be leading DEI efforts to address issues and opportunities, provide vision, make recommendations, create strategies or action plans, and/or oversee efforts at a much broader or departmental level.

c. **Supportive and welcoming environments**
Evidence of creating opportunities for faculty and/or staff to participate in department and school governance with DEI in practice. Other examples include establishing and promoting mentoring programs, connecting faculty and staff to internal and external resources of the department or school, facilitating networking opportunities, and/or implementing practices demonstrating concern for the overall health and morale for all.

d. **Rewards, recognition or incentive programs**
Ongoing, inclusive activities that recognizes faculty, staff, and/or students on their achievements or performance to boost morale or motivation, provide encouragement for continued improvement or success, or connect accomplishments to departmental or institutional goals.

e. **Curriculum**

   Mainstreaming DEI issues in curricula demonstrated by course offerings, syllabi, pedagogy workshops, student learning engagement, or course evaluations inclusive of DEI criteria are just a few examples. Curriculum reform may also include topics on anti-racism, social justice, social determinants of health, health equity, health care disparities, bias, or stigma. Learner assessments during clerkships, addressing how diversity affects domestic and global policy, or integrated learning experiences with diverse, historically underserved, or marginalized populations are other examples that broaden understanding.

f. **Organization, professional society or club**

   Ancillary groups prioritizing DEI to foster change, empower others, stimulate thinking, advocate for, and/or offer viable alternatives to structures or practices that continuously generate the same cycle of challenges. Activities may include training workshops, advocating for policy or systemic change, hosting an on-going speaker series, community service, recognition programs relevant to DEI.

g. **DEI communications**

   Proactive approaches for sharing DEI initiatives internally and publicly. Examples include sharing information on social media platforms such as Facebook, Instagram, LinkedIn, and Twitter or contributing to blogs or newsletters. Other examples may include major and minor publications communicating DEI related issues, featuring interviews with faculty, staff, and students from underrepresented backgrounds, or developing communications and marketing materials and advertisements featuring DEI.

III. PROFESSIONAL DEVELOPMENT

Promoting DEI activities to raise awareness and develop actions such as utilizing speakers, seminars or workshops to introduce new models and strategies for achieving DEI; coordinating diversity training programs to enable professionals at all levels to engage in DEI specific to their work; or sponsoring or featuring DEI at conferences or annual meetings.

IV. RESEARCH

Contributing to the advancement of knowledge concerning issues facing diverse populations or that of concern to or designing programs to support researchers from historically underrepresented groups that support DEI in research or creative work. Other examples include initiating and performing groundbreaking research that advances understanding of DEI in a respective field of study or has potential to improve quality of life for targeted populations. Research engagement that enhances understanding DEI and improves access and opportunity is considered as a valuable contribution.

V. PATIENT CARE AND HEALTH SERVICES

Evidence of identifying and addressing patient care disparities, utilizing health information data to formulate action plans, and training employees in DEI and cultural competency are examples to consider. Increasing diversity in leadership and governance, strengthening community partnerships, and improving services to increase access and enhance care for diverse and underserved patient populations are also identified as best practices.

VI. COMMUNITY ENGAGEMENT

Collaborating with external partners or entities to meet culturally-relevant needs, provide resources and support, information-sharing, advocacy, or services that align with the institutional mission.

VII. CHANGE MANAGEMENT

Engaging in actions that impact change on a broader or systemic level with DEI in mind. Examples may include new or enhanced policies or processes, data collection and utilization methods, vendor use or purchasing practices to improve supplier diversity, marketing or brand expansion in diverse communities, product development, or new partnerships to improve DEI within the institution.