



Antiracism Implementation Plan

November 18, 2019

Our mission – to provide the finest liberal arts education in the country – requires us to strive for an environment that does not foster negative experiences or outcomes based on race.

With antiracism central to our mission, our faculty, staff and students will experience greater equity and inclusion, our teaching will become more impactful, and our students will be better prepared to make positive change in the world.

To work toward this ideal, together, we created this Antiracism Implementation Plan. It is a living document that will change as members of our community engage with it and implement its initiatives. It will evolve as we welcome more expertise to CC, transform our campus culture, learn, and grow. While we may never achieve the goal of becoming an antiracist campus, every step we take toward antiracism will make us better, and prepare our students to push for progress in the world. We will work diligently on this, and we won't stop. This work is our new normal.

Colorado College has experienced overt racist incidents in recent years, from students posting hurtful messages on a social media platform to an anonymous, hateful, racist, anti-Black, sexist, and trans-antagonistic email that many CC campus community members received in March 2018.

The pain and hurt laid bare by these incidents also uncovered long-experienced racism in classrooms, student extracurricular activities, and the workplace. Student efforts, including a 2015 petition asking the faculty for curricular changes to improve inclusivity, went for years without action. As we strive to offer the finest education, we must acknowledge racism exists here, engage in difficult discussions, and proactively do the hard work of actively opposing racism and setting a more inclusive and equitable course for CC.

Racism has been present at CC since its formation, and continues today, in the actions of individuals and groups, in the outcomes of policies, and in the experiences of our physical environment. Racism remains systemic. We are not in a post-racist society or institution; we feel the effects of racism daily.

In Fall 2018, Colorado College underwent an external review of racism conducted by Roger Worthington, Ph.D., executive director of the Center for Diversity and Inclusion in Higher Education. A final report and recommendations were delivered in May 2019.

Over Summer 2019, a small group with representation from the faculty, student body, Board of Trustees, and administration met to draft the goals, strategy, timeline, and metrics for our work going forward. This implementation plan will guide CC's ongoing, long-term efforts toward becoming an antiracist institution.

In drafting this implementation plan, the small group considered the key recommendations from the external review report, including developing a collaborative implementation plan for the Antiracism Initiative; building coalitions to develop, advance, and promote the initiative; connecting our core values to antiracism at CC; appointing leadership for equity, diversity, and inclusion; transforming the curriculum to support antiracism; examining and improving diversity and inclusion in enrollment and student life; increasing compositional diversity campus-wide; and developing a strategic communications plan for the Antiracism Initiative.

The following are the goals, plans, timeline, and responsible parties developed by the small group for our Antiracism Implementation Plan.

Goal: Make diversity, equity and inclusion central to college leadership

The president and every member of the Cabinet are responsible for making diversity, equity, and inclusion a top priority. Each division will have measurable diversity, equity, and inclusion goals, and progress toward these goals will be included in Cabinet members' annual evaluations. Rather than relying on one chief diversity officer to oversee the implementation of our antiracism plan, we will build the college's capacity for inclusive excellence by (1) creating a campus committee to oversee this work and (2) elevating the leadership of this work to a diverse three-person team, made up of members with expertise in equity, diversity, and inclusion.

One member of the team will focus on the academic program; one on students; and one on employees. The team will be dedicated to the college's diversity and inclusion goals, lead strategic implementation, and keep antiracism front and center at the college.

The team will introduce the antiracism framework to all incoming trustees, faculty, staff, and students, and develop understanding, accountability, structure, and opportunities for college community members to embrace and further the college's antiracism initiative. These team members will work within their units and across the college. They will be a primary resource for the college's Diversity and Equity Advisory Board, working together and meeting regularly with the college president. They will have primary responsibility for the day-to-day implementation of the plan and ensuring that the campus committee has the information necessary to oversee this work.

This three-person approach will improve efficacy and accountability in this work, allowing for greater reach and collaboration. The team, comprised of diverse candidates identified through national searches, will improve this evolving implementation plan

and provide leadership to ensure that the plan is carried out. We hope to draw a robust pool of internal and external candidates.

The new **senior associate dean of students/director of the Butler Center** will be one member of this team, focused on antiracism, diversity, and inclusion in student life. This focus will alleviate the heavy workload carried by the Butler Center staff, vice president and dean of student life, and others, who have previously guided efforts collegewide. The position of assistant vice president/director of the Butler Center will be eliminated at the end of the 2019-20 academic year as we shift to this new student-focused structure, and the new position will report to the dean of students/vice president for student life. Under this new model, the Butler Center will focus on student support – as was its original intent – but also continue to work campus-wide via the collaborative leadership team.

A senior associate dean of the faculty for diversity, equity, and inclusion will focus on academics, working with faculty to examine and develop the curriculum, diversify the faculty, and improve the classroom experience. The new dean will be a member of the faculty, report to the dean of the faculty, oversee the Crown Faculty Center, and work closely with its director. The faculty completed a general education review and revision in May 2019 and adopted a new general education program and curricular requirements, with a central imperative to examine power, diversity, and inequality. The new dean will work with faculty as they transform the curriculum, teach a diverse student body, understand student demographics and classroom climate, and work to improve self-awareness around these issues.

A diversity and inclusion leader in Human Resources will manage these efforts as they relate to employees. In recent years, in addition to working with students, the Butler Center has worked in partnership with HR's Excel@CC professional development program to facilitate educational opportunities for faculty and staff. The new diversity and inclusion manager in Human Resources, reporting to the associate vice president of human resources, will now lead this work with employees, providing foundational principles and practices; teaching about racism; cultivating an appreciation for equity, diversity, and inclusion; and helping employees champion antiracism. This new role also will inform search processes; work toward improving diversity and inclusion in staff recruiting, hiring, and retention; and respond to bias incidents in the workplace.

The Antiracism Plan Oversight Committee is charged with ensuring that the initiatives of the antiracism plan are being implemented and assessing the impact of these initiatives. The committee will provide an annual progress report to the Board of Trustees Executive Committee. The committee will include students, faculty, staff, and the president of the college. The CCSGA vice president of inclusion is an *ex officio* member, as are the staff and faculty co-chairs of the Diversity and Equity Advisory Board and the three-person leadership team (the chair will rotate among the team members). Other members will be appointed by CCSGA, Staff Council and the Faculty Executive Committee.

Timeline: Measurable goals for each division will be established in 2019-2020 and included in Spring 2020 annual evaluations. The national searches will be conducted in 2019-20, and we will welcome these new hires by Summer 2020. The Antiracism Plan Oversight Committee will be assembled and begin its work in Spring 2020.

Parties accountable: President, Cabinet, and Extended Leadership Team, including associate vice president of human resources

Goal: Establish antiracism, equity, and inclusion as foundational to our community expectations

Because racism is systemic and institutional, we will critically examine our outcomes, policies, handbooks, procedures, practices, and daily operations to find areas where inequities, bias, and injustice are embedded. This work has started and will continue with a lens to see where policies, procedures, and guidelines contribute to or maintain racial hierarchies, pose a threat to racial justice, hinder our efforts toward greater diversity and inclusion, or foster bias. Policies, procedures, handbooks, and practices will be updated to ensure they support and do not thwart the antiracism initiative.

This goal will include a review and revision of the college mission and our core values to ensure that they communicate our priorities in this realm.

Timeline: Ongoing. The Pathfinder will be reviewed in Spring 2020 and the Faculty and Staff Handbooks in 2020-21. To be completed by the end of the 2020-21 academic year. Review and revision of college mission and core values to take place during the 2020-21 academic year.

Parties accountable: Board of Trustees, president, provost, dean of the faculty, vice president/ dean of students, vice president for communications, associate vice president for institutional planning and effectiveness, and the new diversity and inclusion team members noted above.

Goal: Invest in student antiracism resources and efforts

We are dedicated to providing holistic advising that supports all students as they work to achieve their educational, professional, and personal goals. This approach helps students learn and grow in an inclusive, innovative, and collaborative community. Our work has begun with the Advising Hub and initiatives such as the Elder-in-Residence. We will continue to strengthen and assess these efforts, and build upon them.

In an effort to best support students from all marginalized groups, we will engage outside experts to conduct focus groups, identify needs, and recommend programming and support systems. We began this effort with Indigenous students in summer 2019 and a focus on the needs of Muslim students in Block 4 2019. We will examine the needs of Black, Latinx, international, LBGTQIA+, Asian American, First Generation, and other

groups of students – as well as examine intersectionality – throughout 2020. We welcome suggestions for additional consultations.

On-campus internships – with the opportunity to earn academic credit – as well as summer research, service, and student employment opportunities, will be established for students who work on the antiracism initiative.

To support student coalition building for the antiracism initiative, antiracism grants will be established for students proposing to work on specific action steps for the antiracism initiative.

The Colorado College Student Government Association and Academic and Student Life Divisions will ensure that student funds are allocated equitably. The new senior associate dean of students for diversity and inclusion/director of the Butler Center will train all student group leaders who receive funding.

With input from a series of focus groups being conducted during the 2019-20 academic year, we will reassess the Butler Center, looking closely at clarifying expectations and reallocating resources to focus on student needs and achieving goals.

Timeline: Framework will be established during the 2019-20 academic year and implementation will begin in 2020-21.

Parties accountable: Board of Trustees, president, provost, vice president for student life/dean of students, vice provost, and the new senior associate dean of students for diversity and inclusion/director of the Butler Center

Goal: Support and engage all faculty and staff in antiracism work

Our faculty and staff of color have for decades advised, worked on committees, responded to incidents, supported students and one another, taken proactive measures, and stayed committed – while experiencing blatant hurt and racism. They have consistently done the heavy lifting, making CC a stronger community. That work must be honored and recognized. We will increase our support for faculty and staff of color here today, acknowledging the profound impact they have at CC already, and developing their leadership so they can have even greater effect.

Each division and department will engage in diversity, inclusion, and equity work. As part of their requirement for service at Colorado College, faculty and staff members will dedicate efforts toward community building, campus antiracism work, and mentorship of students.

For the work of antiracism to be successful, all faculty and staff must see it as part of their responsibilities to the college, and as something for which everyone must be held accountable. The Faculty Executive Committee, in collaboration with the provost and

the dean of the faculty, will develop faculty evaluation criteria and reward systems to ensure that antiracism work (including publicly-engaged scholarship) is considered in annual reviews, promotion and tenure, awarding of professorships, and post-tenure reviews. Similarly, Human Resources, in collaboration with Staff Council, will develop evaluation criteria and reward systems that become part of annual performance reviews for staff.

The Crown Faculty Center's work and leadership will be expanded and resourced to reflect the centrality of this work. The new dean for diversity, equity, and inclusion will oversee the Crown Faculty Center and help the center work toward creating a shared foundational understanding of race, racism, and racialization, fostering a shared language, increasing ease of institution-wide communication on what is meant by antiracism, and enhancing opportunities for cross-disciplinary collaborations. This will include course content selection, pedagogy/teaching a diverse student body, student demographics/classroom climate (especially considerations for minoritized students), and instructor self-awareness relating to identity, social location, values, and assumptions.

The new dean also will work with faculty to develop a college-wide framework for antiracist course offerings that is broad enough to allow departments to tailor it to specific disciplinary needs, yet also specific enough to address essential elements of a holistic approach to an inclusive curriculum. Faculty will learn to effectively design syllabi that reflect the values of antiracism and inclusive education.

The college will continue to award faculty grants to develop new courses or redesign existing courses to diversify the curriculum, with a specific focus on including and addressing issues of equity, power, inequality, and diverse experiences.

The new diversity and inclusion leader in Human Resources will work with Staff Council and all staff to manage antiracism efforts as they relate to staff. Existing educational offerings for faculty and staff such as Good to Great and Toward a Daily Antiracist Agenda will be assessed, modified, led, and managed by this team member. This work will be incorporated into search processes, recruiting, hiring, retention, and in response to bias incidents in the workplace.

Timeline: Framework will be established in 2019-20 academic year; in 2020-21 and thereafter, faculty and staff will receive ongoing support.

Parties accountable: Board of Trustees, president, provost, dean of the faculty, Faculty Executive Committee, human resources, and Staff Council will oversee this work in their respective areas in 2019-20; the new dean for diversity and inclusion and the new human resources diversity and inclusion leader will join the team in 2020-21.

Goal: Make antiracism a central value in CC's academic and co-curricular programs

The faculty adopted a new general education program and curricular requirements in May 2019, to be implemented in the 2020-21 academic year. The Curriculum Executive Committee — with representation from faculty, students, and staff — determined that an examination of power, diversity, and inequality would be a central component in the new general education program.

This new curriculum incorporates and encourages the development of courses and learning opportunities that challenge racism and racist legacies in the U.S., globally, and in academic disciplines. It eliminates the West in Time requirement and adds a two-block Equity and Power requirement. Students will take one course in each of six “Learning across the Liberal Arts” categories: Analysis and Interpretation of Meaning; Creative Process; Formal Reasoning and Logic; Historical Perspectives; Scientific Analysis; and Societies and Human Behavior.

The college will conduct a curriculum review and mapping process during the 2020-21 academic year, which will be led by the new dean and director of the Crown Faculty Center in collaboration with the dean of the faculty and CEC. The intent of this review is not only to help ensure the new general education requirements are in place, but that we can address gaps and ensure that principles of diversity, inclusion, and antiracism are helping to guide course offerings across the entire curriculum. Department external reviews will also include assessment of antiracism progress.

Co-curricular programming will be reviewed and enhanced to ensure that antiracism efforts are supported in all activities.

Timeline: Preparation during 2019-20 academic year, with reviews to begin in 2020-21.

Parties accountable: Board of Trustees, president, provost, dean of the faculty, vice provost, vice president for student life/dean of students, new dean for diversity and inclusion, and Curriculum Executive Committee

Goal: Increase compositional diversity of CC community

To increase the compositional diversity of CC's student body, the Office of Admission will extend its reach to high schools in major urban areas that draw from a range of races and ethnicities. These efforts will also improve CC's socioeconomic diversity. The college will communicate truthfully and transparently about the current characteristics of the student body and communicate the antiracism initiative as a set of transformative experiences designed to engage students in new ways of seeing and understanding the world.

The college is committed to raising funds and making significant changes in its allocation of aid resources to help address pervasive inequities present throughout much of higher education. As one example, the Campaign for Colorado College has set a goal of raising \$100 million for financial aid, including \$20 million for the Colorado Pledge, which supports Colorado students from low- and middle-income families by making a CC education as or more affordable than attending the state's public flagship university. In addition, the college has committed to launching the Stroud Scholars initiative. This program will begin in Summer 2020 with its first class of 25 students from low-income families who have just completed their first year at an under-resourced Pikes Peak area high school. The college readiness program will support these students throughout their high school careers with summers on CC's campus. Students who successfully complete the program will receive automatic admission and a full-need scholarship to CC. If the program is a success and we can raise additional funds, we will expand the Stroud Scholars initiative to include Denver students and Southwest Native American students.

On the faculty side, the provost and the dean of faculty are working to ensure that the diversity of CC's faculty and curricular offerings continue to increase, and that faculty from underrepresented groups not only join the college but succeed and thrive.

This work includes both requiring and fostering the development of search processes that reduce implicit bias and result in more diverse candidate pools, investing in professional development and community resources for faculty of color, and implementing a new hiring initiative that seeks to recruit faculty from under-represented groups at the tenured level. Data show that cluster-based hiring of senior faculty is one of the fastest and most important ways to not only diversify faculty ranks, but also ensure success at the junior level, because senior faculty are essential for both mentorship and for reducing burdens too often borne by pre-tenure faculty members. In addition, tenured faculty bring both the experience and job security necessary to help advance anti-racism goals more broadly. Searches under this program have begun, and we intend to continue this hiring initiative for at least three more years so that a significant new cohort of tenured faculty with representation across the college is in place by 2023.

The college will also take advantage of the Block Plan structure to increase shorter-term but meaningful engagements from distinguished visiting teacher-scholars and to host additional diversity, equity, and inclusion fellows in various co-curricular programs who can also contribute to these goals. Also, while the college has made progress since 2011 in hiring a more diverse faculty, some departments do not reflect that progress. The dean of the faculty will work with those departments to ensure their hiring processes employ best practices for recruiting a diverse faculty.

Increasing compositional diversity will also be a priority in staff hiring and retention, with both the associate vice president of human resources and the new diversity and inclusion leader for human resources carrying responsibility for ensuring that hiring practices across the college make diversity a priority and are designed to minimize implicit bias. Finally, and of importance, the Board of Trustees and alumni and parent groups should reflect the changing composition of the student body, faculty, and staff.

Hiring diverse faculty and staff must be complemented with focused retention efforts. The first initiative for our new diversity and inclusion leader in Human Resources will be to develop a set of initiatives to support faculty and staff of color as they transition to working at CC and living in Colorado Springs. The latter will include a new program to build community for CC's faculty and staff of color with other professionals of color in Colorado Springs.

Compositional diversity is an essential step, but it must be coupled with creating an inclusive environment in which structural racism, overt and implicit bias, and other forms of inequity are minimized. That is why the central goals of this implementation plan focus on inclusion and antiracism.

Timeline: A Board of Trustees Strategic Project Team (SPT) began its work in Fall 2019 and will focus on identifying measurable goals for the size and make-up of the student body, as well as the faculty and staff. The college will use these goals to measure its progress over the next five to 10 years. The Colorado Pledge is being piloted in 2019-20 and will be fully implemented when funds are raised. CCorps will launch in 2020-21.

Parties accountable: Student diversity – Board of Trustees, president, vice president for enrollment, and vice president for advancement. Faculty diversity – Board of Trustees, president, provost, and dean of the faculty. Staff diversity – Board of Trustees, president, senior vice president for finance and administration, associate vice president for human resources, and new human resources position for diversity and inclusion. Board of Trustees and Alumni Association Council Diversity – Board of Trustees, vice president for advancement, and director of alumni and family relations

Goal: Make antiracism central to CC's communication

The Office of Communications and other campus communicators will be trained to assess past and present communications (as well as what is *not* said or represented) through the antiracist lens and improve their understanding of how framing can perpetuate stereotypes, bigotry, and racist ideology.

A communications audit will be conducted to examine communications on diversity, inclusion, and antiracism, as well as discourse – the way community members voice their opinions and become informed. The audit will review existing interpretations of antiracism and guide reframing to support the goals of the initiative. This will include celebrating achievements and contributions of community members from marginalized groups. Also, communications policies, practices, procedures, and channels will be studied through a framing analysis.

The antiracism initiative will become a key theme in CC communications. In recruiting students, faculty, and staff, the goals of the antiracism initiative and transformative

experiences associated with it will be communicated, building campus community support for this work.

The Office of Communications will develop an antiracist strategic communications plan. This plan will outline the college's antiracism goals to build a shared understanding of this work and build support for it, and will keep the campus, alumni, and parent community engaged and informed.

Timeline: Strategic communications plan to be completed by the end of the 2019-20 academic year. Mission and values community feedback and alumni engagement to occur in 2020-21, and be completed by the end of the 2020-21 academic year.

Parties accountable: Board of Trustees, president, vice president for communications, vice president for enrollment, vice president for advancement, and director of alumni and family relations