

DRAFT: Antiracism Implementation Plan

Our Antiracism Implementation Plan will be a living document, one that will change as members of our community review it and share input. It will evolve as we welcome more expertise to CC, transform our campus culture, learn, and grow.

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 “othering” in classrooms, student extracurriculars, 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 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, and structural inequities. 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:

1. Develop a collaborative implementation plan for the Antiracism Initiative
2. Build coalitions to develop, advance, and promote the Antiracism Initiative
3. Connect CC core values to a pledge of antiracism at CC
4. Appoint a vice president for equity, diversity, and inclusion
5. Establish an antiracist curriculum transformation initiative
6. Examine and improve diversity and inclusion in enrollment management and student life
7. Increase faculty diversity and leadership
8. Increase staff diversity and leadership

9. Develop 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 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, the college will elevate the leadership of this work to a three-person team, made up of members with expertise in equity, diversity, and inclusion. One person 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 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 ensuring that the college meets the goals of this plan.

This three-person approach will improve efficacy and accountability in this work, allowing for greater reach and collaboration. The team will help improve this evolving implementation plan and will provide leadership to ensure that the plan is carried out.

The **assistant vice president and director of the Butler Center** will be one member of this team, but will now have a greater ability to focus efforts on antiracism, diversity, and inclusion in student life. This will alleviate a heavy burden carried by the assistant vice president and director of the Butler Center, Butler Center staff, vice president and dean of student life, and others, who have previously guided efforts collegewide. Under this new model, the Butler Center can focus on student support – as was its original intent – but also continue to work campus-wide via the collaborative leadership team.

In addition, the college will conduct national searches to make two new hires:

A new senior associate dean 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 new 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 HR, 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.

Timeline: Measurable goals for each division will be established in Fall 2019 and included in Spring 2020 annual evaluations. Two national searches will be conducted in 2019-20, and we will welcome these new hires by Summer 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 policies, 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 if policies and procedures 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, 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 take place during the 2020-21 academic year) to ensure that they communicate our priorities in this realm.

Timeline: Ongoing. Five to seven policies will be reviewed each month. To be completed by the end of the 2020-21 academic year.

Parties accountable: Board of Trustees, president, provost, dean of the faculty, vice president/dean of students, associate vice president for institutional planning and

effectiveness, assistant vice president/director of the Butler Center, and the new diversity and inclusion team members noted above.

Goal: Invest in student antiracism resources and efforts

On-campus internships – with the opportunity to earn academic credit – as well as 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 – similar to Venture 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 assistant vice president and director of the Butler Center will train all student group leaders who receive funding.

The Butler Center underwent its five-year external review in Spring 2019. With input from the report, 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: BOT Student Success Committee, president, provost, dean/vice president for student life, vice provost, and assistant vice president/director of the Butler Center

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

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. All faculty and staff will be trained in antiracism and implicit bias through ongoing professional development workshops. The Faculty Executive Committee, in collaboration with the provost and the dean of the faculty, will develop faculty evaluation criteria and reward systems that become part of annual reviews, promotion and tenure, 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: BOT, 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; and the new dean for diversity, equity, and inclusion and the new human resources diversity, equity, 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 2020-2021 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.

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: BOT Student Success Committee, president, provost, dean of the faculty, vice provost, vice president/dean for student life, dean for diversity, equity, 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 Colorado Springs CCorp. 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 Colorado Springs high school. The college readiness program will support these students throughout their high school careers with summers on CC’s campus. Students who 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 add a Denver CCorp and a Southwest CCorp for Native American students in the future.

On the faculty side, the provost and the dean of faculty announced a new hiring initiative in the 2018-19 academic year meant to increase the diversity of CC's faculty and curricular offerings. The central intent of this program is to hire faculty from under-represented groups at the tenured level. Doing so would reduce some of the burden currently borne by junior faculty from underrepresented groups and thus help ensure their retention and success, as well as more quickly provide the leadership and mentorship required to best advance our diversity, inclusion, and antiracism goals. The first hires under this program have been awarded to three departments, for recruiting in the 2019-20 academic year. The intent is to continue this hiring initiative for 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 visiting teacher-scholars who can also contribute to these goals. Also, while the college has made progress over the last eight years 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 position described earlier carrying responsibility for ensuring that hiring practices across the college make diversity a priority and are designed to minimize implicit bias. Finally, and importantly, the Board of Trustees and alumni and parent groups should reflect the changing composition of the student body, faculty, and staff.

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.

Recruiting diverse students and hiring diverse faculty and staff must be complemented with focused retention efforts.

Timeline: A Board of Trustees Strategic Project Team (SPT) will be formed in Fall 2019 that 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 SPT, Student Success BOT Standing Committee, president, vice president for enrollment management, and vice president for advancement. Faculty diversity – Board of Trustees SPT, president, provost, and dean of the faculty. Staff diversity – Board of Trustees SPT, president, senior vice president for administration and finance, AVP for HR, and new HR position for diversity and inclusion. Board and AAC Diversity – Board of Trustees Governance Committee, 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, in collaboration with the diversity and equity three-person team, will lead college-wide work in reframing the CC mission statement and core values to be inclusive and antiracist. The mission and values will promote antiracism as a value the college embraces.

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: BOT, president, vice president for enrollment management, vice president for communications, and director of alumni and family relations

Small group participants: *President Jill Tiefenthaler, Provost Alan Townsend, Vice President and Dean of Students Mike Edmonds, Dean of Faculty Claire Garcia, Vice President for Communications Jane Turnis, Trustee **Tafari Lumumba '05**, Trustee **Jerome DeHerrera '97**, Student Trustee **Lily Weissgold '20**.*
