

A photograph of a group of people in a meeting. A man with glasses and a maroon sweater is looking towards the left. A woman with curly hair and glasses is writing in a notebook. Another person's hands are visible, also writing. A tablet with a blue screen is on the table. A small potted cactus is on the table. The background shows a plant and a window.

(INTER) DEPARTMENTAL COLLABORATION

STANFORD SOM HRG
STAFF JEDI COLLECTIVE

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**STANFORD SOM HRG
STAFF JEDI COLLECTIVE**

SECTION 01



PART I: ALL THINGS DEI COMMITTEES CONSIDERED: CREATION, RECRUITMENT, & LAUNCH

PAGE 3

IMAGE DESCRIPTIONS

Three people sitting on a couch with their laptops on their laps as they are working together.

ALL THINGS DEI COMMITTEES CONSIDERED: CREATION, RECRUITMENT, AND LAUNCH

STANFORD UNIVERSITY
JEDI COLLECTIVE
STAFF



INTRODUCTION

This document is designed to guide you through the creation, recruitment, launch, management, and sustainability of a unit's (e.g. department, institute, center) Diversity, Equity, and Inclusion (DEI) committee. The guide will be most helpful for individuals with some role in management or leadership within their unit. If you are a junior staff member looking to initiate a committee, we recommend reaching out to your other members of your unit including your DFA and/or the HRG JEDI Team. This guide will focus on the first three components of this process - creation, recruitment, and launch. For more information on Management and Sustainability, please refer to the All Things DEI Committees Considered: Management and Sustainability resource guide.

The size of a DEI committee usually corresponds to the size of the unit. Small units will have small DEI committees. Large units, like the Departments of Medicine or Pediatric, have enough resources and members to support multiple, interconnected, DEI committees.

Various configurations of DEI Committees at Stanford's School of Medicine:

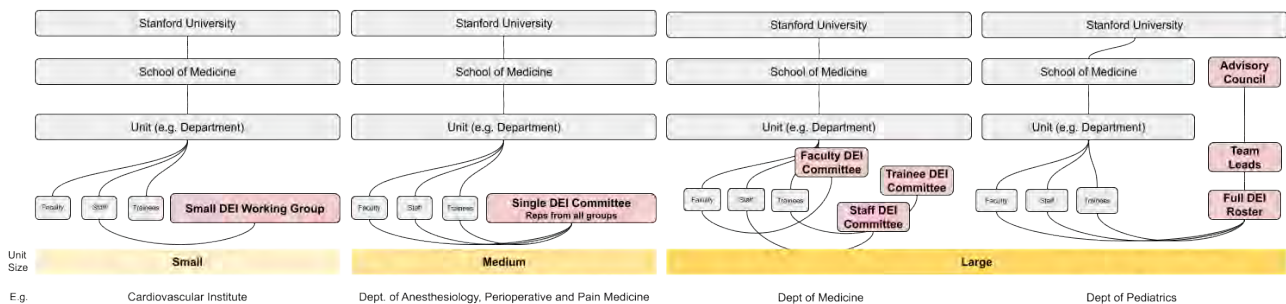


IMAGE DESCRIPTIONS

LEFT: Two people sitting in a booth getting work done together.
 RIGHT: A person looking up at a white board.

DEI COMMITTEE COMPOSITION:

If your team decides to have multiple DEI committees, smaller-sized DEI committees are appropriate for departments or units with 20 to 200 members across all career classes. Units with fewer than 20 members are unlikely to have enough personnel power to support a stand-alone single DEI committee. Units with only one DEI committee usually have between 3 and 20 members, and all members are invited to the committee meetings. The committee may choose to have subgroups or task forces of 2-4 individuals that work on specific projects and meet separately with regards to those projects, but in general, everyone is a member of the full, convening committee.

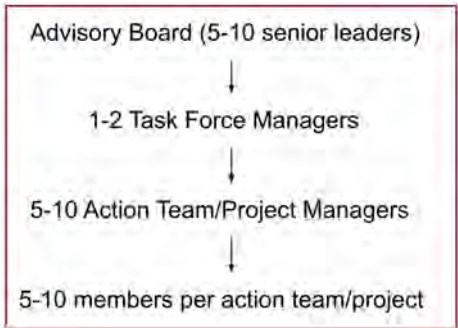
If the committee is on the smaller side, such as a committee composed primarily of senior leadership, there will probably not be enough individuals involved to create task forces/implementation groups. In this case the individual members take responsibility for the specific initiatives or implementations and delegate as needed within their domain of responsibility. DEI committees with this structure often have representatives from faculty, trainees, and staff. Examples include the [Department of Epidemiology](#) and the [Department of Neurology](#).



IMAGE DESCRIPTIONS

A person sitting at a table typing on their laptop.

SECTION 1



ADVISORY BOARD/ COMMITTEE & TASK FORCE

Large DEI committees are appropriate for departments or units with over 200 members across all career classes, as in the Department of Pediatrics or the Department of Medicine. These committees could be composed of an advisory board that steers the operations and vision of work, and a separate task force that carries out projects/programs toward achieving defined goals. These task forces can be further divided into implementation teams, which are each responsible for a single specific aspect of work (i.e. recruitment policy). Committees may vary in number, but usually fall between 5-10 senior leaders on the advisory board, 1-2 task force managers overseeing the collective work of teams, 5-10 project managers each responsible for an implementation team, and 5-10 individuals working on each team.

Typically, implementation teams will convene separately to work on projects, and a project manager/liaison will report back to the greater task force for discussion and combined efforts. DEI committees with this structure often have representatives from faculty, trainees, and staff. An example is the [Department of Pediatrics](#).

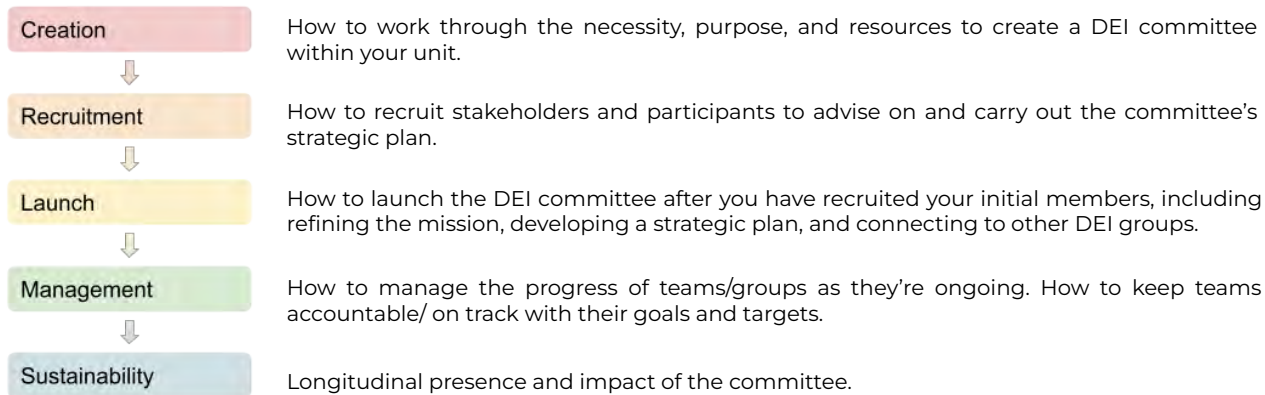


IMAGE DESCRIPTIONS

A group of people sitting around a conference table holding a meeting. Everyone has either their laptop or a notebook out in front of them.

01



PHASE 1: Determine Committee Goals

Define the goals of the committee. This not only helps determine the best approach to achieve desired outcomes, but also acts as a checkpoint to ensure there are no extant teams already serving this purpose. If after consideration, there is substantial overlap in goals with an existing committee, it may be worthwhile to dedicate more resources to ongoing initiatives.

It may be helpful to establish a committee mission, to keep work in alignment with a broader picture. Here is an example from the Department of Pediatrics:

The [Stanford Pediatrics Advancing Anti-Racism Coalition \(SPAARC\)](#) was established in June 2020 with the mission of promoting a culture of anti-racism in the Stanford Department of Pediatrics through immediate action, development of nimble systems, and longitudinal commitment to ongoing work, engagement and progress toward equity.

02



PHASE 2: Determine Committee Type

Based on the established goals/mission, you may consider adopting different committee compositions. Pages 1-2 of this document elaborate on Advisory Boards and Task Forces, which can be combined in various ways to fit your team's needs. Smaller teams may favor all-purpose committees, in which members simultaneously carry out initiatives and advise one another on their respective work. Larger teams may favor separate advisory boards and task forces to divide the responsibilities for steering/vision-setting and project/task management. No matter the team construct, it is important to be realistic and practical about team members' individual bandwidth, as well as resourcing to effectively accomplish goals.

Achieving funding/resourcing necessarily involves buy-in from leadership, which can include Chairs, Chiefs, Directors, and Directors of Finance and Administration (DFAs) of a given team. It is important to set up a meeting with all relevant stakeholders to: 1) communicate the goals of the committee, 2) define the expected time commitment/timeline of work, 3) specify the committee's ask(s) for resources, 4) determine availability of funding and compensation, and 5) consider outcome measurement and sustainability for work.

PAGE 7

IMAGE DESCRIPTIONS

TOP: Two people sitting next to each other working on a laptop.

BOTTOM: A person sitting at a desk holding a mug while working on their laptop.

SECTION 1



PHASE 3: Identify How Reporting Will Work

Decide early on how the actions and decisions of the committee will be shared and with whom.

For example, will there be a quarterly report to the unit director, chair, or chief? Will there be regular opportunities to report back to the community and provide opportunities for engagement?

Transparency helps achieve inclusivity and fairness.



PHASE 4: Determine Who Will Be Involved

Conversations with key stakeholders should also identify who will be involved in the committee. If the committee is designed purely to address the needs of a specific population, it may not make sense to have a broad representation across career groups and constituencies. However, in general, committees should aim to broadly engage with all stakeholders in the department including students, trainees, staff, and faculty. See the RECRUITMENT section for more information on how to reach out to different individuals.

This is also a good stage to decide which roles are needed and, if possible, who will be filling them (e.g. Chair, Minutes-Keeper, Scheduler, Communicator).

SUMMARY

It is essential to clearly establish the purpose of the committee and to acquire initial buy-in from leadership to support it.

IMAGE DESCRIPTIONS

TOP: A group of three people working on a laptop together.

BOTTOM: A person wearing a blue tailored suit.

RECRUITMENT

Definition: How to recruit stakeholders to participate in and implement the committee's strategic plan.

01



PHASE 1: Identify Requisite Members

Requisite members may include stakeholders and key representatives from leadership and/or other members within your unit. Ideally, these requisite members will participate in the committee as part of their official responsibilities and their participation in the committee will be tied to their role, not the individual. This will ensure succession of members if any individual leaves their position. Requisite members may be in positions of power and acknowledgement of their and all committee members' roles and responsibilities can be made clear to prevent abuses of power.

The requisite members should ensure representation and oversight, but the committee should also remain a space where everyone can participate in a meaningful way. We recommend that the unit's representative at the Staff JEDI Collective is a requisite member.

02



PHASE 2: Identify Potential Members

Decide how broadly you intend to engage your community. Some committees will engage all stakeholders in the unit including students, trainees, staff, and faculty in terms of its membership; others may focus on a specific subset of these communities. The committee should not require participation from any particular group or individual on the basis of their identity.

Reach out to trusted leaders/managers for recommendations. You can also send out an open call to your department soliciting interest and/or offering further information. Cast a wide net - allow as many people to join as possible in order to be inclusive. These individuals should be committed to the expectations of their role on the committee. With committed membership, the more people engaged in DEI work the better, for both buy-in and task delegation. With extraneous members that do not contribute, the DEI work may be stalled or become challenging.

IMAGE DESCRIPTIONS

TOP: A group of four people working together on laptops and notebooks.

BOTTOM: Two people working on a tablet together.

03



PHASE 3: Review Potential Member List

After you have created your list of potential members, step back and consider who might be missing, whose voices are not being represented or have not previously been heard. Try to extend your list to fill those gaps.

04



PHASE 4: Invite Potential Members

After you have a list of invitees, email or arrange face to face meetings with them (as a group or individually) to give them more information about the committee and to 'officially' invite them to join.

Communicate the timeline and goals that you have set in the previous stage, providing as much information as possible on expected responsibilities, time commitment, and their role as committee members. Emphasize that while you already have a general sense of direction for the work ahead, they will be able to impact your unit's DEI initiatives and culture. Make every effort to create a positive and forward-looking tone in your messaging. Be willing to meet with potential participants to answer questions about the committee before people commit to joining.

Note: Be aware that minoritized individuals are frequently asked to contribute extra hours/labor to diversity initiatives simply due to their identity. Be prepared to accept the outcome should they choose to decline your invitation.

05



PHASE 5: Vision-Setting Meeting

Once you have your list of confirmed committee members, invite them to a kick-off meeting to help onboard the recruited members and to collaboratively set the vision for the committee. See the LAUNCH section for more information about the Vision-Setting Meeting.

SUMMARY

- Identify requisite members of the committee
- Cast a wide net - perspectives and knowledge from all positionalities should be welcome.
- Be upfront and transparent about goals and commitments so participants can make thoughtful and informed decisions. This will help reduce minority tax burden.
- Once the initial roster is confirmed, host a vision-setting meeting.

IMAGE DESCRIPTIONS

TOP: Three people sitting at a table having a discussion with their laptops out.

MIDDLE: Two people looking at a computer screen.

BOTTOM: Two people looking at a computer screen.



LAUNCH

Definition: How to launch the DEI committee after you have recruited your initial members, including refining the mission, developing a strategic plan, and connecting to other DEI groups.

VISION-SETTING MEETING LOGISTICS

Once you have established an initial committee, schedule a Vision-Setting meeting. Record the meeting with everyone's permission, even if only for private re-viewing, so those who cannot attend can still see the full discussion.

Identify who will chair the meeting and ensure they know what topics should be discussed (see below). This individual may want to familiarize themselves with the [AAMC's guidelines on how to develop a diversity strategic plan](#).

In addition, the committee chair or leadership should:

- Decide how frequently you want to meet and who will be in charge of setting up the meetings. Meetings should occur at a regular interval.
- Agree to system for meeting minutes and decide if/how these will be shared
- Decide whether you will have a web presence and whether (any of) the following information will be listed on the webpage:
 - Committee members
 - Mission
 - Contact Email (consider using a shared/group email account, e.g. unit_dei@stanford.edu)
 - "One-Pager" summary of initiatives, e.g. strategic plan



IMAGE DESCRIPTIONS

TOP: Two people are standing over another person while sharing a friendly laugh as they all work together.

RIGHT: Two people standing with their arms folded smiling.



VISION-SETTING MEETING AGENDAS

The purpose of these meetings are to define the committee's mission and goals. Vision-setting will occur over multiple meetings and discussions. Below are some resources for agenda items in support of successfully facilitating these discussions.

- Identify who will take the minutes or notes for the meeting. Revisit your existing mission and discuss whether anything should be changed.
- Revisit the expectations for committee members' involvement and the unit's contribution in terms of resources (funds, % full-time employee or FTE effort, etc).
- Discuss the current climate, and whether you will gather additional information about where you should focus your efforts, as well as any initial initiatives you think might help you achieve your mission. See section on "[Task 2: Build a Strong Foundation for the Initiative by Assessing the Existing Landscape](#)" in the [AAMC's diversity strategic plan guidelines](#). Examples of ways to gather information include: exploring the 2021 IDEAL Survey results, researching concerns that have been described in similar units online, and conducting a survey of your members. Stanford recommends contacting DEIB or other Stanford DEI units for a consultation about how to best gather information about your community.
- Place information-gathering and other initiatives into a strategic plan framework, such as [this one that was established by the School of Medicine Human Resources Group's Justice, Equity, Diversity, and Inclusion \(JEDI\) team](#) and that aligns with University Human Resources and the organization's overall DEI mission. Wait to 'assign' people to spearhead those initiatives until a future meeting; use this meeting mainly for idea generation.
- Identify who will represent the committee with the Staff JEDI Collective, if someone is not already in that role.
- Explain the plan for meeting frequency, meeting minutes, the web presence, and points of contact.



NEXT STEPS

- Get feedback on Strategic Plan from your local JEDI experts
- Share meeting notes and/or recording with other attendees
- Establish a web presence, if committee opted to do so

SUMMARY

The importance of a strategic plan cannot be overstated. The goals for launching a DEI committee are to establish meeting logistics and committee objectives.

IMAGE DESCRIPTIONS

TOP: Two people paying attention in a meeting

RIGHT: A person leaning on the wall while looking at the laptop in their hand.

SOURCES

01

Information included from Effective Departmental DEI Committee Guidance, adapted by Terrance Mayes, Associate Dean of Equity and Strategic Initiatives at Stanford Medicine, and Shaila Kotadia, Director of Justice, Equity, Diversity, and Inclusion at School of Medicine, Human Resources Group; itself Adapted from the University of Pittsburgh - Dietrich School of Arts and Sciences:

<https://www.as.pitt.edu/sites/default/files/Recommendations%20for%20Establishing%20and%20Maintaining%20a%20Departmental%20Diversity%20Committee.pdf>

ACCESS NOW

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Department of Pediatrics. (n.d.). SPAARC (Stanford Pediatrics Advancing Anti-Racism Coalition). Stanford Medicine Department of Pediatrics. Retrieved January 13, 2023, from <https://med.stanford.edu/pediatrics/diversity-and-inclusion/spaarc.html>

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Mautz, S. (2021 March). Change Management Foundations. [Course]. LinkedIn Learning. <https://www.linkedin.com/learning/change-management-foundations-10041380/change-management-foundations-course-overview?autoplay=true&u=2968794>

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SECTION 02

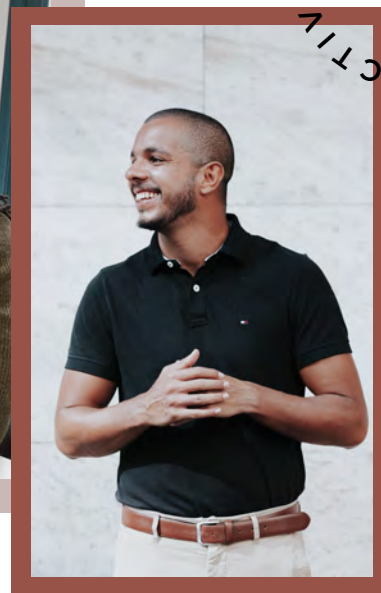


PART II: ALL THINGS DEI COMMITTEES CONSIDERED: MANAGEMENT AND SUSTAINABILITY

PAGE 14

ALL THINGS DEI COMMITTEES CONSIDERED: MANAGEMENT AND SUSTAINABILITY

HRG JEDI COLLECTIVE STAFF



INTRODUCTION

This document is designed to guide you in managing and sustaining your unit's (e.g. department, institute, center) Diversity, Equity, and Inclusion (DEI) committee. The guide will be most helpful for individuals with some role in management or leadership within their unit. If you are a junior staff member looking to initiate a committee, we recommend reaching out to other members of your unit including your DFA and/or the HRG JEDI Team. This guide will focus on the last two components of this process - management and sustainability.

Please refer to All Things DEI Committees Considered: Creation, Recruitment, and Launch resource guide before reviewing the information below.

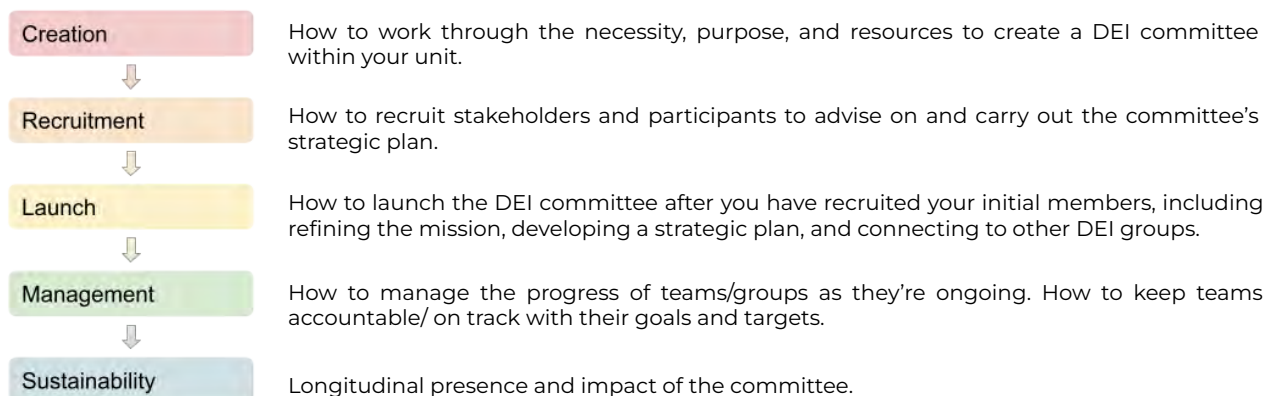


IMAGE DESCRIPTIONS

LEFT: Two people getting work done together.
RIGHT: A person smiling in his work attire.

MANAGEMENT

Definition: How to manage progress of teams/groups and keep them accountable to their goals.

A NOTE ON MEMBERSHIP

Often, minority tax compels individuals of marginalized groups to contribute extra hours/labor to Diversity initiatives simply due to their identity. To avoid overburdening any one person, determine the scope of work and thoughtfully consider an ideal headcount for task delegation and achievability, while also being mindful of having “too many cooks in the kitchen.”

FOR SINGLE DEI COMMITTEES: MANAGERS

ESTABLISH REGULAR MEETINGS

Single DEI committees typically meet once a month. Individuals working in groups on specific action items may opt to meet more frequently, e.g. weekly, until the task is complete. Either way, having a consistent meeting date is key.

DURING THE MEETINGS

Share team/project progress relative to the strategic plan. If the task force is further split into smaller teams, it may be appropriate for each team to create their own project timelines to evaluate their activity. Record action items and the person responsible for completing those action items in the meeting minutes. Check in about the utility of your actions and initiatives and ensure everyone on the committee has an opportunity to share their opinion.

REPORTING OUT TO COMMITTEE MEMBERS

Provide regular report-outs (ie: Town Halls, Dept Meetings with recorded meetings, emails reporting progress to departmental mailing lists) for constituents. If unit leadership (e.g. Departmental Chair, Division Chief, Center Director, DFA) is not on the committee, a regular report of the committee's activities should be made to them, e.g. bi-annually.



IMAGE DESCRIPTIONS

A person sitting at a table typing on their laptop.



FOR SINGLE DEI COMMITTEES: ADVISORY BOARD

ESTABLISH REGULAR MEETINGS

Depending on the nature of the committee (advisory board vs. task force), your check-ins may vary in frequency, content, and structure. However, a regular cadence of meetings is necessary to keep the committee progressing toward its goals and hold committee members accountable to their individual responsibilities.

Advisory boards may elect to meet 1-2 times per quarter, with pre-submitted discussion topics disseminated to all participants. This allows committee members the opportunity to consider their stances/ideas on each topic, and provide thoughtful guidance.

DURING THE MEETINGS

Assess outcomes/progress of decisions made in previous meeting: what changes were implemented and what was the impact of such changes? Are any follow-up actions required?

- Refer to the strategic plan to evaluate progress on stated goals, and support of vision
- Advisory Board members should be prepared to advise one another through potential roadblocks/obstacles to success and utilize each other's knowledge and resources to push initiatives forward

REPORTING OUT TO DEPT/CONSTITUENCY

Host regular report-outs (ie: Town Halls, Dept Meetings) for constituencies to observe progress made and hold Committee accountable to their goals.

Longitudinal Advisory Boards may prefer semi-annual progress updates to constituencies, and monthly updates to the Chair/Dean/other high-level leadership, if they are not already involved.

IMAGE DESCRIPTIONS

Two people laughing at a cell phone together in work attire.



FOR TASK FORCES

ESTABLISH REGULAR MEETINGS

Depending on the nature of the committee (advisory board vs task force, for the definition of these two groups see All Things DEI Committees Considered: Creation, Recruitment, and Launch resource guide), your check-ins may vary in frequency, content, and structure. However, a regular cadence of meetings is necessary regardless of team vision to keep the committee progressing toward its goals and hold committee members accountable to their individual responsibilities.

Task forces should meet 2+ times per month to track progress against strategic plan goals. Committees that are further split into smaller teams should identify points-of-contact to liaise between task force leadership and individual team members.

GUIDING IMPLEMENTATION TEAM LEADERS

- Task force leaders should meet with implementation team representatives once a month to provide guidance on managing their teams and ensuring their activities remain aligned with the strategic plan.
- At the outset of implementation teams, ask liaisons to create team-specific project timelines and goals for their task. Ask each member of the group to take responsibility over one component of the outcome to 1) prevent overburdening the liaison and 2) increase sense of participation and progress within the team.
- Liaisons can use [a common report-back template](#) to help organize updates in advance of monthly meetings.

DURING THE MEETINGS

Report out on team/project progress in reference to the strategic plan (perhaps using above report-back template). If the task force is further split into implementation teams, it may be most relevant for each team to create their own project timelines to evaluate their activity.

Questions for discussion:

- Has the project/plan changed or evolved?
- How are tasks delegated among team members?
- What guidance is needed to continue the momentum of the group?
- What questions do you have?
- What support (financial, material, political, other) is needed now?

REPORTING OUT TO CONSTITUENCY

Host regular report-outs (ie: Town Halls, Dept Meetings with recordings) for constituencies to observe progress made and hold Committee accountable to their goals.

Task Forces with defined goals and project timelines may consider a mid-point report out and closing presentation.

SUMMARY

For Single DEI committees - use the strategic plan as a framework for running meetings and tracking progress. Regular meetings, open discussion, and transparent reporting are important for managing your committee effectively. Help subgroup leaders manage their teams. Establish expectations for leaders, and ask them to translate these into tangible goals/outcomes for their teams in a timeline.

This will help with tracking progress and ensuring accountability. Be sure to share out with the larger department at different points throughout the year, so they are kept in the loop about committee activities.

SUSTAINABILITY

Definition: Longitudinal presence and impact of committee



Sustainability may look different depending on the goals and aim of the Committee. For example, task forces are likely to disband after completion of the assigned project, but will be interested in the longevity and impact of their outcomes. On the other hand, Advisory Boards and oversight teams may interpret sustainability with a focus on membership bandwidth and succession planning. This section will approach each of these lenses separately, but of course may be used in conjunction with one another as appropriate

SINGLE DEI COMMITTEE

SUSTAINING GROUP MEMBERSHIP:

- Solicit new membership from your constituency regularly (e.g. once a year during a large report-out).
- Ensure that at least two individuals carry and understand each area of work, and that there is a clear and organized documentation of the work - this will facilitate smooth transitions.
- Tasks and responsibilities should be divided in a way that protects members' bandwidth.

SUSTAINING FUNDING:

- Frequently and transparently communicate with the unit's finance team and financial leadership to ensure that there is sufficient funding for the desired projects.

SUSTAINING MOMENTUM/PURPOSE:

- Assess progress on the strategic plan at least annually and use the reassessment meeting to renew commitment and reflect on next steps.
- If all initiatives have been completed, identify new areas of development and update the strategic plan.

TASK FORCE/IMPLEMENTATION TEAM

The longitudinal success of a project largely depends on successful change management in integrating and creating accountability for adopting the new practices, programs, and processes.

Scott Mautz and faculty of Indiana University's Executive Education Program offers the following suggestions for sustainable and effective outcomes.

1. Follow the principles of habit change: the new behavior's supporting systems and processes must be: obvious, attractive, easy to implement, and satisfying. The old way should be the opposite of each of these four points to phase out.
2. Help develop new routines (ie: routine maps)
3. Keep revisiting what's at stake: why the change is happening and what's at stake
4. Stop the slip into old habits: requires fortitude, commitment to remaining a change champion, and frequent communication of what the change is meant to accomplish





ADVISORY BOARDS

Sustainability for advisory boards tends to focus on the continued presence and impact of the executive body, which requires consideration for the continuation of group membership, funding/impact, and purpose.

SUSTAINING GROUP MEMBERSHIP:

- Sustainability in staffing/personnel necessarily involves succession planning. Ensure that at least two individuals carry and understand each area of work, and that there is a clear and organized documentation of the work - this will facilitate a smooth transition.
- Tasks and responsibilities should be divided in a way that protects bandwidth. For example, the advisory board may lean on the expertise and reach of local HRGs for staff-facing initiatives/programs.
- The Advisory Board may also consider implementing a rotating membership/leadership - many committees operate on annual cycles, which allows group membership to modify their level of involvement and elect new leadership/representatives at a regular cadence.

SUSTAINING FUNDING:

- Ensure there is executive sponsorship buy-in from “the top” identifying DEI as a priority
- Identify funding sources and draft a budget for committee activities
- Review this budget at least annually to update and secure funding

SUSTAINING MOMENTUM/PURPOSE:

- Identify a strong vision and desired outcomes for the group; reassess progress on these at least annually to renew commitment and reflect on next steps
- If there comes a time that the Advisory Board where you begin to see attrition in meetings, it may be that the Advisory Board has completed all foreseen tasks or they are no longer engaged or a number of other reasons
- Re-survey the advisory board to determine if there are any new discoveries that emerge for their attrition. Use this information to determine the sustainability and purpose of the advisory board.

TsaiComms LLC provides this checklist (page 21) for ensuring committees are setting themselves up for sustainability in funding, agency, momentum, and personnel.

CHECKLIST

FOR FORMING & SUSTAINING A DIVERSITY, EQUITY & INCLUSION COMMITTEE

1. We have conducted an organization-wide DEI assessment.

- Yes
- No
- Scheduled but not started
- Thinking about it

2. We have executive sponsorship and buy in from the top.

- Yes
- No
- Don't know

3. We have executive or leadership/management representation on the Committee.

- Yes
- No
- Don't know

4. We are given time away from our jobs by our manager/supervisor to work on this committee and not penalized for our absence in any way.

- Yes
- No
- Don't know

5. We know where our budget will come from.

- Yes
- No
- Don't know

6. We have/plan to have a committee purpose/mission statement and know what our roles are as a Committee.

- Yes
- No
- Don't know

7. We have agreed upon individual roles and responsibilities for our members:

- Each member understands their own personal motivation and comfort level to do DEI work
- We understand the expectations of each member of this committee
- I understand the underlying cultural values that shape my life
- I understand the challenges I face when I and/or my team falls short
- We have agreed upon terms for the chair (co-chairs), and members
- We ensure there is as much diversity as possible in our representation
- We have set parameters around attendance
- We have agreed on how we will handle attrition and succession planning
- We have set criteria for membership

8. We have established joint agreements and values (aka ground rules) for engagement and commitment, e.g.

- Listen actively to understand.
- Challenge ourselves to courageously engage in inclusive and respectful dialog.
- Stories and experiences matter.
- Commit to personal and professional growth and learning.

9. We know what our goals and measurable outcomes are. We also know:

- What we want to accomplish in the short term vs. long term
- How will we measure what we accomplish
- How we will maintain focus
- What will derail/sabotage us
- What barriers we might face from the get-go and how will we sustain ourselves
- What impact we want to make

10. We have a communication plan on how we will communicate our progress internally to who we are accountable to, the rest of our organization, and externally to interested parties and stakeholders.

- Yes
- No
- Don't know

SUMMARY

Create succession plans for staffing and leadership; delegate responsibilities for implementation; stick to anticipated project timelines and reassess goals/vision at least annually.

SOURCES

01

Information included from Effective Departmental DEI Committee Guidance, adapted by Terrance Mayes, Associate Dean of Equity and Strategic Initiatives at Stanford Medicine, and Shaila Kotadia, Director of Justice, Equity, Diversity, and Inclusion at School of Medicine, Human Resources Group; itself Adapted from the University of Pittsburgh - Dietrich School of Arts and Sciences:

<https://www.as.pitt.edu/sites/default/files/Recommendations%20for%20Establishing%20and%20Maintaining%20a%20Departmental%20Diversity%20Committee.pdf>

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SECTION 03



A LANDSCAPE REVIEW OF STANFORD SCHOOL OF MEDICINE DEI COMMITTEES

PAGE 23

IMAGE DESCRIPTIONS

A group of four people are gathered around a table working together on their laptops and phones.

A LANDSCAPE REVIEW OF STANFORD SCHOOL OF MEDICINE DEI COMMITTEES

STAFF JEDI COLLECTIVE



OVERVIEW

Stanford School of Medicine consists of basic science (i.e. non-clinical research) departments, clinical departments, centers, and institutes. Additionally, business and administrative offices are situated within the Dean's unit. Each of these units has its own localized environment and culture, and many units have created committees to promote justice, equity, diversity, inclusion, and belonging (e.g. JEDI/DEI/DEIB committees).

Building collaborations between these committees will facilitate larger organizational and structural change, collective action, and create a stronger community. To achieve this goal, we have created a directory of School of Medicine JEDI/DEI/DEIB committees to increase their visibility and to facilitate communication among committees.

This [public airtable](https://med.stanford.edu/hrg/jedi.html) lists the JEDI/DEI/DEIB committees across the School of Medicine. If you are a part of the School of Medicine, have a committee, and are not included on the airtable, we encourage you to contact somhrjedi@stanford.edu. A member of the School of Medicine Human Resources Group JEDI team will work with you to add or update your committee's information.

IMAGE DESCRIPTIONS

Two people are at the forefront of the photo with clipboards in their hands while three other people are in the background working on a whiteboard together.



FINDING COLLABORATORS

We encourage JEDI/DEI/DEIB committees to connect with one another and find points of collaboration. The airtable includes links to committee websites and many of these websites list points of contact and chair(s). Many committees engage in similar activities, such as speaker series, heritage month celebrations, pathway programs, and recruitment efforts, that would have a greater impact and distribute labor and resources if done in partnership.

For example, committees may seek each other out to co-sponsor heritage month events or speaker series rather than each committee hosting its own activities. As another example, committees could conduct joint outreach and recruitment for open positions, admissions, or programs. Forming partnerships amongst JEDI/DEI/DEIB committees throughout the School of Medicine will ultimately deepen community building and broaden networking.

IMAGE DESCRIPTIONS

A group of diverse people working together in a conference room. Some people are sitting at a table, some are standing by the white board while others are standing having a conversation.

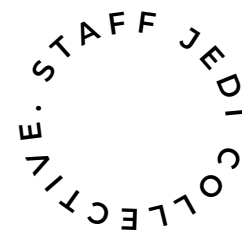
SECTION 04



LEVERAGING STAFF ACTIVITIES FOR TEAM JEDI ENGAGEMENT

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LEVERAGING STAFF ACTIVITIES FOR TEAM JEDI ENGAGEMENT



OVERVIEW

Our awareness of injustices is based on critical incidents that are filtered through our social identities. This can be due to a societal event, listening to the lived experiences of friends, family, and colleagues, making a mistake and being made aware of the impact of our actions, among other critical incidents in our lives. It is important to then self-educate to continue to unlearn the ways in which we have been socialized and continue to delve deeper into the root causes of these injustices. There are many ways to do so and we can engage in a variety of media and engagement activities.

Stanford University and Stanford Medicine offer a wide breadth of conferences, events, trainings, etc. In addition, an endless amount of external resources are available. Here we provide a [database](#) of engagement opportunities for continued learning.

IMAGE DESCRIPTIONS

A team of four people sitting at conference table with their laptops in front of them. Three people are looking at one woman as she leads the conversation.



ENGAGING IN DIALOGUE

It is important to go beyond self-education by engaging in dialogue with diverse communities. This allows us to expand beyond our own viewpoint, challenge deep seated beliefs, and take a critical lens on how we participate and consume activities or media.

We encourage people to go a step further after engaging with the opportunities provided in the database by finding ways to come together and have respectful conversations. We suggest using the Landscape Review of Stanford School of Medicine DEI Committee resource guide as a way to connect with people who are invested in making change.

IMAGE DESCRIPTIONS

A large group of diverse people havign a meeting in a conference room. Several people are sitting and standing around a large table.