

Division-Wide Comprehensive Anti-Racism Plan October 30, 2020

We, the community of faculty, staff, and students of USC Biokinesiology & Physical Therapy recognize that we cannot excel in the practice of physical therapy while ignoring the racism that permeates the system in which we practice. We intend to enhance our curriculum and practice, and broaden our research agenda in order to be a positive force for change.

Our Community Supports the Black Lives Matter Movement

On May 25th, 2020 George Floyd was murdered by members of the Minneapolis police department. A week later we met as a community to share with each other our feelings about this event and the ensuing unrest across the nation. Since then, millions of people across the nation have risen up to say “Enough!” and to march in the streets demanding change. Here in the Division, faculty, staff, and students have continued to meet together in large and small groups. Although street protests may have lessened in size and frequency, the momentum for change continues to build, as it needs to, by bringing people together to organize ourselves, to educate each other, and to plan actions that will bring about change.

Our most urgent and immediate goal is to save Black lives – to put an end, once and for all, to the wanton disregard for Black lives that is deeply embedded in our society’s laws and the legal apparatus that enforces those laws. We in the Division support the national Black Lives Matter movement.

Our Commitment to Anti-Racism and Social Justice Will be a High Priority

It’s been 12 years since the US elected a Black man as President; 50 years since Dr. Martin Luther King, Jr was assassinated while leading the civil rights movement; 65 years since Brown vs. Board of Education; and 170 years since the Emancipation Proclamation. And yet, Black people and other people of color continue to live in a system in which they are disadvantaged in every way that matters for the quality of their lives. This is especially so in the US healthcare system where society’s systemic racism intersects with multiple dimensions of inequity – medical, social, economic, legal, political.

In the Division, we have always expressed strong support for social justice, and we have included information about health disparities and social determinants of health in our curriculum. Nevertheless, *as our students and alumni have recently reminded us*, too often we put these concerns lower in priority than what we viewed as the basics of physical therapy education, research, and practice. Simply put, when time was short, it was our attention and commitment to social justice and health disparities that suffered.

In recent years, we have worked to improve the diversity of our student body, but we cannot take our eyes off the fact that Black, Latinx, and American Indian/Alaskan Native people are severely underrepresented within the physical therapy profession. Our efforts up to this point remain insufficient. We will intensify our efforts on recruitment and retention of individuals from these groups.

We recognize that bias and systemic oppression is endured by many members of our community due to their race, religion, gender identity, sexual orientation, citizenship, socioeconomic status, size, and other identity factors. At the same time, we understand that anti-black racism in particular is one of the oldest and most enduring challenges that our country faces. As such, with a sustained focus on supporting

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people of color in our community, we will identify and confront implicit and explicit bias while fostering a strong sense of belonging for individuals from all marginalized groups.

We resolve that henceforth we will put the movement to end systemic racism and oppression that results in the lack of representation from our diverse society, the marginalization of individuals and groups, and the existence of health disparities among our highest priorities, co-equal with our other strategic objectives.

We have identified a set of objectives that can guide our work towards being a more equitable, diverse, inclusive, and anti-racist community. Many of these objectives are ambitious and most likely will take several years to accomplish; nevertheless, we include specific goals in this plan that we can begin to work toward immediately.

PROGRAM STRUCTURE AND LEADERSHIP

Objective 1: We will create a new leadership position in the Division to focus on equity, diversity, and inclusion (EDI).

Objective 2: We will form a Division-wide Council that will guide the Division's strategic priority to foster diversity in the recruitment and retention of our students, staff, and faculty; provide an inclusive, anti-racist environment where all members of the community are valued and feel welcomed; and promote population health equity.

Objective 3: We will develop and subsidize student organizations that provide students with support and engagement during their education.

CULTURE AND ENVIRONMENT

Objective 4: We will make our community more inclusive, participatory, and protective of people of color and other marginalized groups.

FACULTY & STAFF DEVELOPMENT

Objective 5: We will educate ourselves about racism and social justice in health care education, practice, and research.

Objective 6: We will encourage participation by faculty in advocacy for equity and social justice as a valued activity that will be recognized in addition to their overall effort in teaching, service, or scholarship.

CURRICULUM

Objective 7: We will update the DPT and BKN curricula to incorporate a health justice perspective.

ADMISSIONS

Objective 8: We will expand efforts to create a consistent and sustainable increase in the enrollment of racial/ethnic minorities (Black, Latinx, American Indian/Native Alaskan) in the DPT and BKN programs.

FACULTY/STAFF RECRUITMENT AND RETENTION

Objective 9: We will create a program to develop and increase representation of racial and ethnic minorities at all levels of our faculty and staff.

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PROFESSIONAL DIVERSITY

Objective 10: We will use our national leadership in physical therapy to advocate for increasing the PT profession's diversity.

PATIENT CARE

Objective 11: We will make our clinics more accessible and inclusive to a diverse population of patients, volunteers, students, and faculty.

RESEARCH

Objective 12: We will make the Division's research culture more equitable and inclusive.

Specific Goals for the 2020-2021 Academic Year and Accomplishments to Date

PROGRAM STRUCTURE AND LEADERSHIP

We will create a new leadership position in the Division to focus on equity, diversity, and inclusion (EDI).

<p>Overall Strategies</p> <ul style="list-style-type: none">● Establish a new leadership position: Vice Chair for Equity, Diversity, & Inclusion, who reports to the Associate Dean and is a member of the Division's Executive Committee.● Establish Vice Chair as the Chair of the Diversity, Anti-Racism, Inclusion, and Community Engagement Council
<p>Accomplishments to date</p> <ul style="list-style-type: none">● Vice chair position created and approved through the Provost.● Dr. Didi Matthews appointed as Vice Chair of Equity, Diversity, and Inclusion effective July 1, 2020.
<p>Specific goals in progress or to be accomplished within 2020-2021</p> <ul style="list-style-type: none">● Determine and allocate a budget for DARIC to begin creating programs and structures that will advance EDI goals under the leadership of the Vice Chair. (Executive Committee)● Develop and publicize Equity, Diversity, Inclusion, and Anti-Racism goals. (Vice Chair of EDI)

We will form a Division-wide Council that will guide the Division's strategic priority to foster diversity in the recruitment and retention of our students, staff, and faculty; provide an inclusive, anti-racist environment where all members of the community are valued and feel welcomed; and promote population health equity.

<p>Overall Strategies</p> <ul style="list-style-type: none">● Expand the existing Diversity Committee to form Diversity Anti-Racism, Inclusion, and Community Engagement Council (DARIC) which will have more comprehensive representation, clear goals, greater visibility, and input to the Division's strategic plan.● DARIC Council representatives to include faculty, staff, students, alumni and community members.● DARIC Council will meet at least once/month.● EDI representatives in each DPT class (hybrid and residential pathways) and BKN cohort (two representatives from MS students, PhD students, and post-docs) will serve as part of the student leadership structure and report to the Council.● Chair of DARIC will be the Division's Vice Chair for Equity, Diversity, and Inclusion.
<p>Accomplishments to date</p>

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- DARIC council membership has expanded-adding one staff member, one BKN student member, and one BKN faculty member. (previously 4 DPT faculty members, and 2 DPT student members)
- Weekly DARIC meetings (June-September 2020) enabled development of council mission and objectives.

Specific goals to be accomplished within 2020-2021

- DARIC will provide a yearly report that outlines EDI and anti-racism efforts for the Division, including:
 - Enrollment of Black, Latinx, and American Indian/Alaskan Native students in DPT and BKN programs.
 - Reports from the Division Bias Incident Reporting Form
 - Culture and environment assessments
- Expand membership to include community and alumni members. (DARIC)
- Add student Equity, Diversity, and Inclusion (EDI) representatives to student governance for all DPT classes (Division Student Services)

We will develop and subsidize student organizations that provide students with support and engagement during their education.

Overall Strategies

- Develop student affinity and ally groups.
- Coordinate the activities of these groups in order to assist in supporting and learning from one another.
- Provide funding to student organizations through the budget of DARIC.

Accomplishments to date

- Division support of PTMLA since the group's establishment in 2005
- Recent development of 6 Affinity Groups (Asian-Pacific, Black, International, Latinx, LGBTQIA+, Middle Eastern)
- Development of student ally group: Exploring anti-racism

Specific goals to be accomplished within 2020-2021

- Encourage and coordinate meetings of affinity and ally groups to encourage support, awareness, and active participation in anti-racist and allyship activities. (DARIC)

CULTURE/ENVIRONMENT

We will make our community more inclusive, participatory, and protective of people of color and other marginalized groups.

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Overall Strategies

- Emphasize the goal of creating a safe educational and professional milieu.
- Create opportunities for Division members to begin personal transformation towards anti-racism and anti-bias.
- Institute a process of ongoing implicit bias training for all faculty, staff, and students.
- Provide education and resources to help faculty, staff and students to become more inclusive teachers, clinicians, and researchers.

Accomplishments to date

- Development of a bias reporting form (available on updated website) where students, staff, and faculty can report and seek support when they are confronted with biased attitudes and behaviors including microaggressions.
- The discussion of anti-racism and health justice began at DPT and BKN students' initial orientation in August 2020.

Specific goals to be accomplished within 2020-2021

- Faculty and staff will participate in University-wide mandatory implicit bias training beginning in Fall 2020. (University Administration)
- At least once a semester, DARIC will report to all faculty regarding bias reports submitted on the Division website (reports will be anonymized). (DARIC)
- DARIC will take immediate action on any non-anonymous bias reports through mediation, education, and when necessary escalation to the Office of Equity, Equal Opportunity and Title IX. (DARIC)
- Regular, scheduled conversations will be held that bring together students, faculty, and staff to discuss important issues. (Vice Chair of EDI)
- A yearly survey of faculty, students, and staff regarding culture and environment will be conducted and the results distributed to the Division community. (DARIC)
- Inclusive teaching, clinical practice, and research will be identified as a valued characteristic in faculty annual merit review. (Faculty Affairs Committee)

FACULTY & STAFF DEVELOPMENT

We will educate ourselves about racism and social justice in health care education, practice, and research.

Overall Strategies

- Establish a faculty and staff training series in conjunction with training provided by the University which focuses on systemic racism, social determinants of health, health disparities, and other issues related to health justice.
- Provide education and support to clinical education partners (SCCEs/CIs)

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Accomplishments to date

- Bi-weekly Exploring Anti-Racism group for faculty and staff established July 2020
- Monthly Diversity, Equity, and Inclusion (DEI) Book club established July 2020
- Sent article regarding handling of microaggressions in the clinic to all Clinical Instructors working with DPT II USC students in July 2020 and upcoming October 2020.

Specific goals to be accomplished within 2020-2021

- Provide education and resources to help faculty and staff become more equitable and inclusive teachers, clinicians, and researchers. (DARIC)
 - Regularly host equity, diversity, and inclusion training/speakers in fall and spring semesters for faculty and staff
- Collaborate with Southern California clinical education consortium (IACCC) to provide resources and training for Clinical Instructors related to equity, diversity, inclusion, and anti-racism goals. (Clinical Education)

We will encourage participation by faculty in advocacy for equity and social justice as a valued activity that will be recognized in addition to their overall effort in teaching, service, or scholarship.

Overall Strategies

- Provide education and resources to empower faculty to address issues surrounding equity, diversity, inclusion, anti-racism, and health justice.
- Provide opportunities for faculty to share their activities in support of racial and health justice.
- Revise faculty merit review process to include sections for faculty to report efforts associated with equity, diversity, inclusion, and anti-racism.

Accomplishments to date

- Faculty and staff participation in various affinity and ally groups
- Created mechanisms for faculty and staff to share the activities they engage in to support racial and health justice in order to inspire and support one another.

Specific goals to be accomplished within 2020-2021

- All faculty will be required to include in their annual merit review how they are contributing to the Division's commitment to equity, inclusion, anti-racism, and social justice. (Faculty Affairs Committee)

CURRICULUM

We will update the DPT and BKN curricula to incorporate a health justice perspective.

Overall Strategies

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- Perform a comprehensive overview of the DPT and BKN curricula to identify and address existing gaps in the teaching of cultural humility, social determinants of health, and health disparities.
- Assess the effect of the curricular changes by surveying faculty and students.
- Assess student learning of concepts regarding cultural humility, social determinants of health, and health disparities to ensure accountability for learning this content

Accomplishments to date

- Four faculty-wide meetings held which focused on assessing and updating the current curriculum to include a health justice perspective.

Specific goals to be accomplished within 2020-2021

- Complete current comprehensive overview to identify existing gaps in the teaching of cultural humility, social determinants of health, and health disparities in DPT and BKN curricula. (Curriculum Committee)
- Implement immediate updates related to cultural humility, social determinants of health, and health disparities in the curriculum where possible. (Curriculum Committee)
- Identify areas of the curriculum that require a more long-term strategy. (Curriculum Committee)

ADMISSIONS

We will expand efforts to create a consistent and sustainable increase in the enrollment of racial/ethnic minorities (Black, Latinx, American Indian/Native Alaskan) in the DPT and BKN programs.

Overall Strategies

- Increase applications from racial/ethnic minorities by conducting outreach events in local communities, making recruiting visits to historically black colleges and universities (HBCUs), Hispanic-serving institutions (HSI), and Tribal Colleges and Universities (TCU).
- Increase the number of admitted applicants who come to our program by implementing a sustainable high-touch approach to all ethnic and racial minority applicants utilizing current students, faculty, and/or alumni.
- Increase number of applications through Early Assurance Program (EAP) agreement with Xavier University of Louisiana (XULA) program and encourage development of similar arrangements with other universities.
- Promote our commitment to EDI as a reason for students to come to USC.

Accomplishments to date

- Development of a holistic admissions process, resulting in an upward trend of racial and ethnic minority enrollment over the past ten years.
- Development of a Diversity and Anti-Racism webpage to promote our commitment to EDI to prospective student applicants, staff, and faculty.

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Specific goals to be accomplished within 2020-2021

- Develop marketing materials for the recruitment of Black, Latinx, and American Indian/Alaskan Native candidates (including enhanced website). (DARIC)
- Develop a sustainable mechanism for connecting racial and ethnic minority applicants with racial and ethnic minority faculty, students, and alumni during the application cycle. (DARIC + Affinity Groups)

FACULTY/STAFF RECRUITMENT AND RETENTION

We will create a program to develop and increase representation of racial and ethnic minorities at all levels of our faculty and staff.

Overall Strategies

- DARIC will appoint a representative to all faculty and staff search committees to ensure that efforts to recruit racial and ethnic minority applicants are implemented.
- New racial and ethnic minority graduates will be mentored to apply for residency and fellowship programs and make other career choices that will facilitate their moving into faculty positions.
- Residency directors will engage in strategic planning for recruitment of racial and ethnic minority applicants.

Accomplishments to date

- Combined representation of Black and Latinx full-time faculty has increased from 8% in 2010 to 20% in 2020.

Specific goals to be accomplished within 2020-2021

- Development of a mentoring group for racial and ethnic minority faculty. (DARIC)
- Residency and fellowship program information sessions to include residency alumni who are racial/ethnic minorities. (Residency Program Directors)

PROFESSIONAL DIVERSITY

We will use our national leadership in physical therapy to advocate for increasing the PT profession's diversity.

Overall Strategies

- Collaborate with other leading programs to advocate that resources be directed to diversity efforts (CPTA, APTA, ACAPT, universities).

Accomplishments to date

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- Motion submitted and established the National Equity, Diversity, and Inclusion Commission (NEDIC) within the American Council of Academic Physical Therapy at October Educational Leadership Conference.

Specific goals to be accomplished within 2020-2021

- Disseminate the Division's equity, diversity, inclusion, and anti-racism efforts outside of USC. (Vice Chair EDI, EDI Scholarship Group)

PATIENT CARE

We will make our clinics more accessible and inclusive to a diverse population of patients, volunteers, students, and faculty.

Overall Strategies

- Facilitate conversations within and across the clinical practice sites to develop a set of priorities.
- Educate faculty and staff on strategies to handle macro and microaggressions while developing better therapeutic alliance with patients.
- Work with faculty and staff to increase opportunities to expose students in minoritized racial/ethnic groups to physical therapy as a career path.
- Implement changes to in-take paperwork, patient education, and in person and telephone interactions to better reflect patient identity and preferences

Accomplishments to date

- Faculty and staff have participated in conversations within the Division, USC, and Keck Medical Center
- Faculty and staff have responded to data demonstrating worse health outcomes for people speaking Cantonese, Mandarin, and Spanish by developing strategies for increased use of interpreter services and initiating a trial of an alternative service for weekends
- Initiated changes to intake scripting to reflect patient identity and preferences

Specific goals to be accomplished within 2020-2021

- Add faculty/staff from clinical services to DARIC. (DARIC + Clinical Practice Management Team)
- Engage clinic faculty and staff in conversations related to equity, diversity, and inclusion improvements within the clinic environment. (Clinical Practice Management Team)
- Offer structured training opportunities to faculty and staff (Clinical Practice Management Team)

RESEARCH

We will make the Division's research culture more equitable and inclusive.

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Overall Strategies

- Conversations in partnership with the Research Advancement Committee to consider how our research labs can contribute to change.
- Seek opportunities to bring racial/ethnic minority students for summer internships.
- Develop a speaker series as part of the existing BKN survival series to engage students and faculty jointly in discussion on equity, diversity, and inclusion.
- Each lab/PI will review procedures for recruitment and consenting to increase representation of marginalized groups in research, without coercion.
- Actively recruit Black, Latinx, and American Indian/Alaskan Native students into BKN doctoral and post-doctoral training pathways to increase both the representation in research and to develop future faculty.
- Encourage broad knowledge of available internal and external grants that support diversity in research and teaching experiences.
- Encourage faculty to apply for grants (i.e. R01s) that can be amended with Diversity Supplements.
- Educate students about funding opportunities for racial and ethnic minority candidates.

Accomplishments to date

- One BKN faculty meeting and one BKN student meeting focused on assessing culture.
- Added one BKN faculty member (Stacey Dusing) to the DARIC Council.

Specific goals to be accomplished within 2020-2021

- Engage research faculty in conversations related to equity, diversity, and inclusion improvements within the research environment. (Research Advancement Committee)