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<tr>
<th>Time</th>
<th>Section</th>
<th>Presenter/Details</th>
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<tbody>
<tr>
<td>3:00 pm ET</td>
<td>I. Welcome</td>
<td>James Wilkinson, CEO</td>
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<tr>
<td>3:05 - 3:10</td>
<td>II. Brief history of DEIJA efforts at ACHA</td>
<td>James Wilkinson, CEO</td>
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<td>Key points in the organization’s journey</td>
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<td>3:10 - 3:15</td>
<td>III. DEIJA in the ACHA Strategic Plan:</td>
<td>James Wilkinson, CEO</td>
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<td>Building DEIJA into the DNA of all ACHA’s programs and activities</td>
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<td>3:15 - 3:30</td>
<td>IV. DEIJA Consultant’s Organizational Assessment and Final Report: Major Findings</td>
<td>Roger Moreano, Director of Strategy and Innovation, MSM Global</td>
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<td>3:30 - 3:45</td>
<td>V. DEIJA Committee Report</td>
<td>Padma Entsuah, Chair, DEIJA Committee</td>
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<td>Takeaways from Fall 2023 member survey, and Next Steps for the DEIJA Committee and ACHA</td>
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<tr>
<td>3:45 – 4pm</td>
<td>VI. Question and Answer</td>
<td>All speakers</td>
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ACHA: DEIJA TOWN HALL UPDATE

A BRIEF HISTORY AND 3-YEAR STRATEGIC PLAN

March 5, 2024

James Wilkinson, CEO

Jwilkinson@acha.org
The ACHA DEIJA Journey:  
A Five-Year Synopsis

**2007**  
Allies for LGBT Coalition launched (now LGBTQ+ Coalition)

**2013**  
Board position statement on Marriage Equality

**2019**  
HBCU Coalition launched  
Board reaffirms Non-Discrimination Policy
2020

Racial Marginalization and Health Inequities (RMHI) Task Force:
• Create resources for members
• Make recommendations for Improvement at ACHA
• Serve as experts and advisors on DEI topics

Board statements:
• Racial Marginalization and Health Equity
• Access to gender affirming care
• Anti-bias/ anti-violence

Health Equities Virtual 2-day Summit
2021
Submission of RMHI Report to Board
Board of Directors Response
• Both available on ACHA website
All ACHA National Office Staff completed DEI in the Workplace Certificate through USF
• All new staff must complete within 6 months of start
The ACHA DEIJA Journey: A Five-Year Synopsis

2021: RMHI Report Immediate Outcomes:

• Annual Meeting (AM) session and poster submissions de-identified, demographic questions updated
• DEI Programming Guidance document updated; guide for presenters and AM Program Planning Committee
• DEI built into charges & guidance for ALL committees, task forces, coalitions and sections
2022

At-Large Director dedicated to DEIJA
• Voice of DEIJA on the Board
• Liaison to committees
• Part of AM Program Planning Committee

Guidance to AM presenters to intentionally consider social determinants and health disparities

Land Acknowledgment Statement on website, read aloud at AM

Affinity group meetings held at AM

Board statement on overturn of Roe v. Wade (Dobbs decision)
2022 continued:

- Inaugural HBCU Health Summit funded for Spring 2023
- RMHI Task Force → RMHI Committee
- Reproductive Rights Task Force launched post-Dobbs (June)
- ACHF Emotional Well-Being Survey final report:

  "Perception of institutional support for diversity is the strongest predictor of emotional well-being among students, staff, and faculty."
2023
Board adoption of new ACHA 3-year Strategic Plan built around the theme

“Health and Well-Being Are Foundational to Student Success”
2023

DEIJA is first pillar/initiative of the ACHA Strategic plan:

“Grow Diversity, Equity, Inclusion, Justice, and Accessibility in the field and on campuses.”
ACHA Strategic Plan 2023

**ACHA** creates and supports an environment where students, faculty, and staff thrive by:

**Committing**

- to Diversity, Equity, Inclusion, Justice, and Accessibility and an evolving approach for continued support of DEIJA in college health & well-being.

**Building**

- greater acceptance and recognition of the critical role of college health and well-being in building healthy campuses.

**Sharing**

- knowledge between multiple disciplines with a unified focus of advancing the health and well-being of college students and their communities.

**Developing**

- multi-faceted, data-driven, whole-person approaches to holistic campus health and well-being in collaboration with their communities.

**Focusing**

- on inclusive and evolving research, education, networking, and advocacy to achieve these outcomes.
Strategic Initiative 1:

Grow Diversity, Equity, Inclusion, Justice, and Accessibility in the field and on campuses.
Strategic Initiative 1
Implementation Roadmap

Year 1 - 2023

- Develop Board values statement
- Adopt Member Code of Conduct
- Annual Meeting DEIJA sessions
- Annual Board training
- Annual Staff training
- Create New AM Subcommittee: Community Engagement Group
- Engage DEI-certified Trainer/Consultant
- DEIJA Consultant conduct assessment of ACHA policies, systems, structures, & issue report to Board
- Repopulate DEIJA Committee (formerly RMHI Committee)
- Develop and deploy first annual member survey
- Develop Progress Report card-Moved to 2024
- Release first survey results and baseline Progress Report card - Move to ’24
- Launch inaugural HBCU Health Summit
- Fully fund 2024 HBCU Health Summit
- Establishment of Community College Coalition
- Overhaul/update CHWP credentialing program content to emphasize DEIJA and leadership training – moved to 2024
- CHWP Task Force Co-Chairs have been named; TF being populated

Year 2 - 2024

- Annual Meeting DEIJA sessions and trainings
  - X webinars per year on DEIJA training and promising practices
- Annual Board and Volunteer Leader training
- Annual Staff training
- Community Engagement group activities at AM
- Develop and release baseline Progress Report card
- Town Hall Meeting to release first survey results
- Deploy 2nd annual member survey. Fall ’24
- Annual Meeting presentations on ’23 assessment, survey and progress report card
- New website launch - reflects DEIJA intentionality, informing members of engagement and leadership pathways
- Refine and expand HBCU Health Summit Plan for HBCU Special Issue of JACH
- Identify needed program content updates
- Overhaul/update CHWP credentialing program content to emphasize DEIJA and leadership training
- Prepare relaunch plans for College Health and Wellness Certificate Program

Year 3 - 2025

- Annual Meeting DEIJA sessions and trainings
- X webinars per year on DEIJA training and promising practices
- Annual Board training
- Annual Staff training
- Community Engagement group activities at AM
- Deploy 3rd annual member survey
- Annual Meeting presentation on first three surveys and updated progress report card
- Refine and expand HBCU Health Summit
- HBCU Special Issue of JACH
- Refine College Health and Wellness Certificate Program
- Develop leadership pre-conferences for underrepresented groups
2023 - Public Statements

- Access to healthcare for transgender patients
- Joint statement with ACE on government data collection policies targeting marginalized populations
- Upholding importance of DEI on campus, reaffirmation of values
- Reaffirming support of Affirmative Action after SCOTUS ruling
- Supporting Campus Communities during conflict in Israel and Gaza
Strategic Initiative 2:

Promote the unique value of college health and well-being throughout the higher education ecosystem.
Strategic Initiative 2
Implementation Roadmap

Promote the unique value of college health and well-being throughout the higher education ecosystem.

Year 1
- Create advisory board of 3-5 administrators who are champions of whole campus health and well-being
  - Candidates list complete
  - [Need to convene group, begin development of measures of acceptance and awareness among campus leaders]
- Communications Audit to include member survey on communications preferences
- Update publication mix (consultant report forthcoming)
- [Develop thought leadership/content marketing plans]
- Budget for marketing/content staff for ‘24
- Website Overhaul - intentionality around engagement for multiple customer profiles/persona
  - [On Track for summer 2024]
- Introduce College Health Index (CHI) legislation in US Congress
  - [Draft legislation complete; Congressional climate unfavorable]

Year 2
- X publications/executive resources
- X Appearances by ACHA leadership/proxies at higher education gatherings
- X ACHA leadership/proxy media appearances
- Plan for inaugural College Health Week - Cross Campus Well-being Week
- File for CalendarDay recognition for 2025
- Launch rebranded member magazine
  - Second journal?
- Plan thought leadership/content marketing plans leveraging new website
- Prepare and launch ‘Share Your Stories’ campaign
- Continue website development and refinement
- Develop Healthy Campus web portal for CHI
- Continue CHI promotion/advocacy
- Accumulate CHI data (if CHI enacted)

Year 3
- X publications/executive resources
- X Appearances by ACHA leadership/proxies at higher education gatherings
- X ACHA leadership/proxy media appearances
- Inaugural College Health Week
- Launch rebranded member magazine
- Launch thought leadership/content marketing plans
- Continue website refinement
- Continue CHI promotion/advocacy
- Refine CHI/healthy campus portal
- Report on CHI data (if available)
Strategic Initiative 3:

Advance a holistic and collaborative approach to health and well-being on college campuses.
Strategic Initiative 3
Implementation Roadmap

Advance a holistic and collaborative approach to health and well-being on college campuses.

Year 1

- Create advisory board of 3-5 administrators who are champions of whole campus health and well-being
  
  **Candidates list complete**
  
  Next step: Convene the group
  
  - [AM session]
  
  - [X number of online events]

- Convene Interassociation Group for Well-being ("Interassociation Group")
- Build Interassociation alliance, define desired outcomes (College Well-Being Week, Feb. 2024 being planned)
- Build bridges to other groups doing similar work, explore coordination

- Board appoint a representative Task Force (co-chairs named, members invited) to update Framework for a Comprehensive College Health Program document ("Framework document")

Year 2

- Convene the campus advisory board

  -

- X number of AM sessions
- X number of online events
- X publications/resources

- Build 3 year plan for Interassociation Group

  - Develop framework for whole campus response specific to the mental health crisis
  
  - Coordinate with Framework document Task Force to ensure content is mutually reinforcing

- Update existing Framework document

  - Develop plans for comment from the field, publicity and dissemination

Year 3

- X number of AM sessions
- X number of online events
- X publications/resources

- Refine Framework document with:
  
  - Feedback/improvements from the field
  
  - Feedback/Outcomes from Interassociation Group for Well-being

- Publicize and disseminate final updated Framework document
- Merge updates into Healthy Campus Assessment instrument
Strategic Initiative 4:

Deliver innovative and actionable intelligence to help guide decisionmakers.
Strategic Initiative 4
Implementation Roadmap

Year 1
- Convene Research Strategy Task Force in-person
- Implement Task Force recommendations
- Data Warehouse:
  - Hired Sr. Data Analyst
  - Upload and make available all available iterations of Institutional Profile Survey (IPS 1-5) Continue development of available reports (on track)
- 1 Annual Meeting session (2023)
  - [X Training webinars for users - Q1 2024 - ON TRACK]
  - Deploy updated Salary Survey
- Integrate Well-Being Assessment (WBA) into product lineup, pilot Fall 2023
- Seek and apply for US Government grants in alignment with our research and data goals (Preparing to apply Q1 2024)
- Consulting Program review of documents

Year 2
- Implement Research Strategy TF remaining recommendations
- Data Warehouse:
  - Upload and make available all available iterations of National College Health Assessment III (NCHA-III)
  - Continue development of available reports
  - X Annual Meeting sessions
  - X Training webinars for users
  - X Report/Publication/Thought leadership pieces
- Design and launch of updated Association Management System (AMS- ACHA’s membership database)
- Design database to incorporate IPS elements into Institutional Member Profiles; and to pull IPS data into data warehouse
- Publish Staffing/Salary Survey Reports
  - Publicize and fully launch WBA
  - Inaugural WBA reports; refinements to instrument
- Develop Consulting Program strategic plan
- Overhaul Consulting Program selection and training processes

Year 3
- Implement Research Strategy TF remaining recommendations
- Data Warehouse:
  - Continue refinement of existing upload processes and reports
  - X Annual Meeting sessions
  - X Training webinars for users
  - X Report/Publication/Thought leadership pieces
  - Deploy AMS data bridge for IPS elements into Data Warehouse (Qualtrics integration)
- Plan for Staffing/Salary Survey deployment in following year
- Plan for possible integration of WBA into Data Warehouse
- Refine WBA instrument with eye toward possible Data Warehouse inclusion
- Launch updated Consulting program
Volunteer Infrastructure
## Current Volunteer Groups (63) with primary DEIJA Charges

<table>
<thead>
<tr>
<th>Sections (9)</th>
<th>Standing Committees (8) (Named in Bylaws)</th>
<th>Board Advisory Committees (11)</th>
<th>Task Forces (9)</th>
<th>Coalitions (15)</th>
<th>Affiliates (11) (within 6 Regions)</th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Annual Meeting Planning-*1</td>
<td>Advocacy</td>
<td>AVP/AVC Health and Well-Being</td>
<td>Alcohol Tobacco and Other Drugs</td>
<td>Central</td>
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<td>Advanced Practice Clinicians</td>
<td>Audit</td>
<td>ACHA-NCHA Steering</td>
<td>CHWP Review Task Force</td>
<td>Campus Safety and Violence</td>
<td>Mid-America</td>
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<td>Clinical Medicine</td>
<td>Bylaws</td>
<td>Awards</td>
<td>Comprehensive Framework Review Task Force</td>
<td>Community Colleges</td>
<td>Mid-Atlantic</td>
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<td>Health Promotion</td>
<td>Continuing Education</td>
<td>Benchmarking</td>
<td>Faculty and Staff Resiliency</td>
<td>Emerging Public Health Threats and Emergency Response</td>
<td>New England</td>
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<tr>
<td>Mental Health</td>
<td>Ethics</td>
<td>Data Warehouse (CCHN)</td>
<td>JACH Review</td>
<td>Faculty and Staff Wellness Coalition</td>
<td>New York State</td>
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<tr>
<td>Nurse Administrators (Nurse Directed Health Services)</td>
<td>Finance</td>
<td>Fellows</td>
<td>Promoting LGBTQIA+ Equity</td>
<td>Health Information Management</td>
<td>North Central</td>
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<td>Nursing</td>
<td>Nominating</td>
<td>Healthy Campus</td>
<td>Reproductive Rights</td>
<td>HBCU Coalition</td>
<td>Ohio</td>
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<td>Pharmacy</td>
<td>Resolutions</td>
<td>Membership And Leadership Development</td>
<td>Data Strategy</td>
<td>Integrated Health Centers</td>
<td>Pacific Coast</td>
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<tr>
<td>Students</td>
<td>*1 New Subcommittee: Community Engagement Group</td>
<td>Diversity, Equity, Inclusion, Justice, and Accessibility (DEIJA)</td>
<td>Title IX Response</td>
<td>LGBTQ+ Coalition</td>
<td>Rocky Mountain</td>
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<td>Vaccine Preventable Diseases</td>
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<td>Sexual Health, Southern</td>
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<td>Student Advisory Committee -*2</td>
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<td>Spirituality and Wellness, Southwest</td>
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<td>Sports Medicine</td>
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<td>Student Health Insurance Benefit Plans (SHIBPS)</td>
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</tbody>
</table>

*1 New Subcommittee: Community Engagement Group

*2-NEW, needs to be populated

Groups with DEIJA focus are **BOLD** and Highlighted
Secondary focus in bold.
Diversity, Equity, Inclusion, Justice, Accessibility at ACHA

Results from DEI Assessment
Conducted by MSM Global Consulting
Presentation to ACHA Board Jan 2024
How to Interpret the Results of this Assessment

- Bring deep curiosity
- Pay attention to strengths as well as challenges
- Listen to the overall messages, avoid “wrong-spotting”
- Give time to reflect and process
- Consider next steps but don’t rush to “fix” everything
Strengths

“I think there are a lot of people working towards fostering DEIJA community through an intersectional lens; I have seen their determination to change the current culture of ACHA.”

“I feel as though ACHA makes a concerted effort to address DEIJA in its initiatives and membership to best address the needs of a diverse student population.”

- Strong commitment and interest in DEIJA
- Respondents appreciate the initial efforts ACHA has made to foster DEIJA
Strong commitment and interest in DEIJA

“Willingness to continuously work on the organization to recognize and improve.”

“I think on paper there is a commitment to doing this work. There have also been shifts in different areas (such as program planning) to create more long-term impactful change. Being able to make these shifts gives hope that it can happen in other areas as well.”

“Acknowledging that DEIJA is worth discussion and improvement.”

Respondents expressed their own personal commitment to and interest in learning about DEIJA.
Respondents appreciate initial DEIJA efforts

“There has been more BIPOC leadership, which is different from the past being predominantly white.”

“Fostering safe spaces for affinity groups to discuss needed topics and grow.”

“I love that they have recently offered infinity spaces. Please do more of that.”

“Public statements opposing laws/political stances that harm minority communities.”

“Reaching out to HBCUs.”

“More open to smaller schools.”
Challenges

- Lack of diversity, in ACHA particularly at the leadership level
- Poorly defined and communicated strategy for DEIJA
- Exclusionary behaviors and biased practices persist
- Lack of action and accountability for DEIJA
- Historical/Structural Barriers
Lack of diversity, in ACHA particularly at the leadership level

“I would like more voices across all historically, marginalized communities to be included or centered during the decision-making processes.”

“There needs to be more staff hired to truly ensure DEIJA is being filtered into every aspect of the organization. Make it a pillar of the organization.”

“Recruit more diverse members to staff and leadership positions.”

Respondents advocated for enhanced diversity across staff, members, and leadership in ACHA, emphasizing the importance of making DEIJA a foundational organizational pillar.
Poorly defined and communicated strategy for DEIJA

“I would like to have the leadership at my institution prioritize sharing information regarding all aspects of ACHA.”

“I wish there was more transparency.”

Respondents indicated that there is a lack of clarity and cohesion around the vision for DEIJA.
Exclusionary behaviors and biased practices persist across ACHA

“I have witnessed [current ACHA leadership] exclude people from conversations and an ambivalence and lack of performance to step up to difficult topics (abortion, anti-racism, inclusivity of queer identities).”

“Received cold reception when identified as a leader in spaces when one can tell that I identify as Black.”

“Folks have been anti indigenous through their language and when addressed acted as if I was overreacting.”

Respondents expressed concerns about perceived exclusion within ACHA, with instances cited across racial and ethnic minorities, LGBTQ+ identities, and politically conservative members.
Historical and structural barriers to institutionalizing DEIJA

“The organization continues to practice from a western medical model that centers white cis gender people.”

“Historical white supremacy in colleges and universities which flowed into this organization.”

Broader understanding of our conceptualization of “health”

Respondents expressed concerns about long standing leadership in ACHA being rooted in white colonial frameworks, hindering growth and evolution to meet the needs of diverse campus communities.
Members want to see action and accountability for DEIJA

I think this disconnect, we assume “the work” to be external rather than internal. There’s a disconnect and we want to fix it but we are fixing it externally without doing the internal work. The internal work is a choice. We can offer trainings and dialogues, but it’s difficult when there are people who don’t believe internal work as important.

“There are many diverse members and institutions, and it may be difficult to efficiently use limited resources.”

“Slow to connect with higher institutions other than well-known colleges & universities”

“The disconnectedness that many members may feel in rural communities or at colleges and universities that are less diverse.”

Respondents indicated the importance of ACHA leadership taking action to demonstrate its stated commitment to DEIJA.
Recommended Strategic Actions

1. Enhance Diversity Across ACHA
2. Improve Engagement with Diverse College Partners
3. Enhance Transparency
4. Ensure Financial Accessibility
5. Enhance DEIJA Education and Training
6. Empower and Support DEIJA Committee
7. Strengthen Policies and Procedures
8. Address DEIJA Pushback
9. Develop a Communications Strategy for DEIJA
## Recommended Priorities for 2024

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Diversity, Equity, Inclusion, Justice, and Accessibility Committee

ACHA TOWN HALL
MARCH 5, 2024
DEIJA Committee Members

Nadine Aktan, Rutgers University
Alic Czachowski, Columbia University
Padma Entsuah, Columbia University (Chair)
Daniella Recabarren, UNC-Wilmington
Michele Richardson, Bowie State University
Kim Webb, Washington University, St. Louis
Brenda Masiga-Crowell, Purdue University (Board Liaison)
Tanya McMillan, ACHA (Staff Liaison)
Committee Charges

- Work with MSM Global (consultants) in the development of a 3+ year plan for ACHA to address DEIJA issues.
- Draft a framework for the work of the committee for the next 2-3 years
- Develop a list of DEIJA committee areas of focus that align with the ACHA strategic plan
- Develop a leadership succession plan that is inclusive of length of terms for each position and an action plan to ensure leadership continuity in the event of mid-term turnover
2023-2024 Committee Work

- Worked with MSM Global to refine member survey
- Participated in focus group
- Drafted ACHA statement on conflict in Middle East
- Reviewed ACHA data collection instrument through DEIJA lens
- Members serving as liaison to other working groups and task forces (Community Engagement Group and Framework Review Task Force)
Planning for the Future

Work with MSM Global (consultants) in the development of a 3+ year plan for ACHA to address DEIJA issues.

- Work with MSM Global on the outlined strategic actions and priorities
Recommended Strategic Actions

Enhance diversity across ACHA

Improve engagement with diverse college partners

**Enhance transparency**

Ensure financial accessibility

**Enhance DEIJA education and training**

Empower and support DEIJA committee

Strengthen policies and procedures

**Address DEIJA pushback**

Develop a communications strategy for DEIJA
## Recommended Priorities for 2024

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Planning for the Future

Draft a framework for the work of the committee for the next 2-3 years

◦ How do we inform changes to policies and practices?
◦ How can we build collaborations across ACHA? Who do we collaborate with?
◦ How do we measure the key performance indicators?
◦ What is within scope of the DEIJA Committee?
Planning for the Future

Develop a list of DEIJA committee areas of focus that align with the ACHA strategic plan

- Inform strategies for increasing cultural diversity at the leadership level
- Inform efforts to increase transparency around policies and processes across the organization
- Create processes for identifying and addressing exclusionary practices
- Challenge systems rooted in oppression; work towards more equity-minded practices
- Develop a culture of accountability for DEIJA within ACHA
Planning for the Future

Develop a leadership succession plan that is inclusive of length of terms for each position and an action plan to ensure leadership continuity in the event of mid-term turnover

- How do we include other members of ACHA?
- Should there be term limits to leadership and participation?
Next Steps

- In-person retreat in March
- Provide training to ACHA leaders at Annual Meeting Leadership Luncheon
- General session at the Annual Meeting (Wednesday at 1:30pm)