

## **University of Massachusetts School of Medicine Diversity Strategic Plan (2010-2014)**

The work for this plan was done in close consultation with the Chancellor, Dean/Provost, Medical School senior leadership, other administrators who have diversity as part of their responsibilities, the Committee on Equal Opportunity and Diversity (CEOD) and the Women's Faculty Committee (WFC).

### ***The Business Case***

UMMS is an institution committed to national distinction in education, research and service. Diversity and inclusion are essential components of national distinction...

- ✓ We are preparing tomorrow's physicians, nurses and scientists to relate to a multicultural society.
- ✓ Cultural competence is necessary to deliver the best care and outcomes for patients and to reduce healthcare disparities.
- ✓ Growth and innovation are dependent upon understanding differing worldviews and the ability to embrace multiple perspectives and realities.

Establishing UMMS as a truly inclusive institution will help us achieve these critical strategic objectives outlined in the UMMS and UMMHC Strategic Plan:

- ✓ Build the Workforce of the Future
- ✓ Design an ideal Learning Environment
- ✓ Have a Significant Impact in the World

The diversity challenge for UMMS is as follows:

- ✓ To create/sustain the institutional climate to effectively increase and utilize the diversity mix of people to achieve mission results.

UMMS diversity and inclusion efforts have a two-fold purpose:

- ✓ Creating the conditions to level the playing field for all people (a welcoming culture)
- ✓ Bringing a diverse mix of people to study, provide care and work at UMMS

### ***There are five critical dimensions of the diversity strategy:***

- ✓ **Engagement**  
...joining diversity leaders & champions across UMMS to transform the culture
- ✓ **Inclusive Academic Learning Environment**  
...leveraging differences to achieve educational outcomes
- ✓ **Cultural Competence**  
...educating faculty, staff, students, post docs, residents to work successfully with differences
- ✓ **Community**  
...engaging effectively with key stakeholders
- ✓ **Talent Management**  
...building a representative academic community

### **Overall Metrics:**

Success is measured by the degree to which Diversity and Inclusion Office:

- ✓ Prepares UMMS culture in terms of readiness for managing diversity
- ✓ Ensure that UMMS's employment policies and practices comply with all relevant external, state, local, and university requirements for equal opportunity, non-discrimination and affirmative action
- ✓ Facilitates education in the practice of cultural competence
- ✓ Connects the dots of diversity programming with the institution's strategic goals and the enhancement of cultural competence
- ✓ Creates conditions by which differences can be leveraged to establish an inclusive academic community
- ✓ Anticipates, on behalf of institution, diversity related trends and communicate the implications for the institution in an effective manner that results in any necessary action

### **3-Year Strategic Direction and Success Measures (Mapped to UMMS/UMass Memorial Strategic Plan)**

- **Engagement (Strategic Goal 2: Build the Workforce of the Future)**
  - ✓ FY11-FY13: Measurement on Diversity Climate Survey (benchmark and subsequent ratings). **Status:** Diversity Engagement Survey and benchmark project completed with AAMC
  - ✓ FY11- FY12: Measured participation and evaluation of Diversity Programming. **Status:** Moved from allowance based programming to budgets based on goals and objectives
  - ✓ FY11- FY12: Expansion of institutional recognition events and approaches to be inclusive of entire employee base. **Status:** Chancellor's Awards for Advancing Institutional Excellence in Diversity and Civility established; Employee Service Recognition Expanded; Spot Awards in process
  - ✓ FY11-FY13: Improved communication regarding diversity and inclusion to enhance transparency and consistent messaging. **Status:** Diversity Leaders Meetings established; website improved
  - ✓ FY12- FY13: Establishment and implementation of policy evaluation procedure for equity and inclusion. **Status:** HR Policies reviewed and edited for inclusive language.
  
- **Inclusive Academic Learning Environment (Strategic Goal 3: Design an Ideal Learning Environment)**
  - ✓ FY11: Create a forum for synergy across the various employee resource groups: CEOD and its nine committees, WFC and WLWG and between the student groups. **Status:** Women's History Month event and two social events established; Networking event on Mentoring being planned in 2013
  - ✓ FY12: Develop a strong infrastructure of mentoring circles for underrepresented groups and professional women. **Status:** Mentoring Circles for students established; professional women in progress

- ✓ FY13: Increase funding for scholarships for students from underrepresented groups and increase funding for Faculty Diversity Scholarship Program. Status: FY13 goals in progress
- **Cultural Competence (Strategic Goal 2: Build a Workforce of the Future; Goal 6: Have a Significant Impact in the World)**
  - ✓ FY11-FY12: Institute a campus read of a diversity book with healthcare implications. **Status:** Campus Read of the *Immortal Life of Henrietta Lacks*, 126 in attendance for event
  - ✓ FY11-FY12: Provide Learning Community Mentors with intense cultural competence education. **Status:** Educational sessions provided (not necessarily intense)
  - ✓ FY12: Require cultural competence education for all UMMS leaders. **Status:** Not completed; although all search committees were trained on enhancing diversity in the recruitment process; move to 2014-2019 plan.
- **Community (Strategic Goal 6: Have a Significant Impact in the World)**
  - ✓ FY11: Develop a viable Supplier Diversity Program increasing University spend to match or exceed national average. **Status:** Supplier Diversity Committee established, community relationships established; 1% increase campaign started to match national average
  - ✓ FY11: Brand for diversity excellence and inclusion through community programming such as the MLK Celebration and International Festival. **Status:** MLK Celebration branded for service and International Festival branded for global diversity excellence
- **Talent Management (Strategic Goal 2: Build a Workforce of the Future)**
  - ✓ FY12- FY13: Incorporate diversity goals into performance management system and tie compensation to diversity achievement. **Status:** Currently in faculty appraisals not in management
  - ✓ FY11- FY12: Develop a set of diversity competencies for consideration when hiring. **Status:** Not completed, move to 2014-2019 plan.
  - ✓ FY12: Incorporate diversity goals into leadership succession planning. **Status:** Not completed; move to 2014-2019 plan