

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