# David Geffen School of Medicine at UCLA

## *Faculty Diversity Strategic Plan*

### December 13, 2013

*"DIVERSITY*: A defining feature of California's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more."

*--From the University of California Statement on Diversity, approved by the UC Regents*

## DGSOM DIVERSITY INITIATIVE

- Aims for excellence in all tenets and missions of healthcare.

- Believes that the core values of diversity and inclusion are inseparable from our institutional goals.

- Is committed to fostering an environment that celebrates the unique backgrounds, contributions, and opinions of each individual.

- Through fair and deliberate recruitment, hiring practices, promotions, admissions, and education, will draw its talent from across the community and provide the highest quality of service to everyone.

- Believes in a system that supports outstanding faculty, fellows, residents, staff, and students with different perspectives and experiences.

- Is unwavering in its dedication to equality, communication, and respect, by continual reevaluation, reflection, and shared responsibility.

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# *Mission*

*(Core Purpose)*

To foster institutional awareness and commitment toward equity and equal opportunity.

# *Vision*

*(Long-term, Inspirational Future Direction)*

The David Geffen School of Medicine at UCLA will serve as a beacon for diversity and inclusion among schools of medicine across the country, reflecting the diversity of the State of California.

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# Goals

| 1. Culture & Climate | 2. The Faculty Pipeline | 3. Recruitment & Retention | 4. Professional Advancement | 5. Intellectual Leadership |
|---|---|---|---|---|
| *Create a culture and climate of inclusion that welcomes and celebrates diversity.* | *Develop and nurture individuals from diverse backgrounds for careers in science and medicine.* | *Recruit and retain a diverse faculty.* | *Nurture and develop a diverse faculty to achieve career success.* | *Become leaders in researching the health of diverse populations.* |

# Key Strategies

| | | | | |
|---|---|---|---|---|
| 1. Create a broadly engaging and inclusive culture. <br> 2. Recognize diversity as key to enriching intellectual climate and as an essential component of excellence. <br> 3. Recognize those at the DGSOM who reflect diversity core values and contribute to diversity and inclusion. <br> 4. Integrate all DGSOM diversity initiatives under a single umbrella to increase overall effectiveness. | 1. Strengthen UCLA's K-12 pipeline by establishing programs targeting the many diverse neighborhoods of Los Angeles and throughout the State of California. <br> 2. Identify, attract and support undergraduate students, graduate students and medical students from diverse backgrounds in the field of health and science. <br> 3. Recruit diverse residents, postdoctoral and clinical fellows. <br> 4. Broaden the "pipeline" to include the transition from junior faculty to senior faculty. <br> 5. Formally evaluate pipeline activities to ascertain success. | **RECRUITMENT**: <br> 1. Assess and respond to opportunities and barriers to recruiting faculty at DGSOM and affiliated sites. <br> 2. Build infrastructure and systems to support a more proactive approach to recruitment of diverse faculty. <br> 3. Identify an inclusive pool of prospective applicants. <br> 4. Develop a communications plan that promotes DGSOM's commitment to diversity and inclusiveness. <br> ***RETENTION:*** <br> 5. Strengthen retention of diverse faculty by developing a plan that drives and sustains diversity and inclusion. <br> 6. Strengthen and expand targeted mentoring programs. <br> 7. Engage and support faculty from historically underrepresented groups in medicine their academic advancement to full professor. | 1. Enhance targeted career development, guidance, support, and resources. <br> 2. Fully align the definition of merit and reward structures within the DGSOM to reflect diversity and inclusion initiatives and contributions in all mission areas. | 1. Build the capacity of faculty and students to perform scholarly activities related to diversity and healthy communities. <br> 2. Lead the nation in improving the health of diverse populations. |

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**VISION:** The David Geffen School of Medicine at UCLA will serve as a beacon for diversity and inclusion among schools of medicine across the country, reflecting the diversity of the people we serve and the State of California.
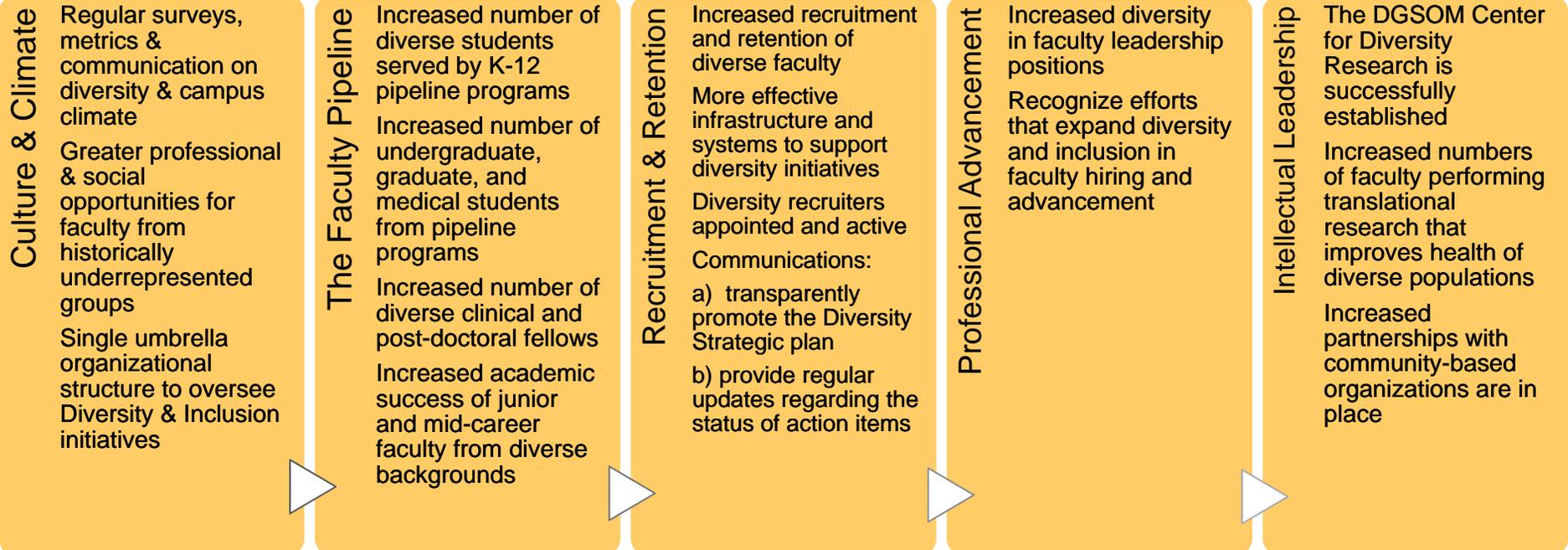
## Goals

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|---|---|---|---|---|

## FACULTY DIVERSITY 2020: Dashboard Metrics

| Culture & Climate | The Faculty Pipeline | Recruitment & Retention | Professional Advancement | Intellectual Leadership |
|---|---|---|---|---|
| Regular surveys, metrics & communication on diversity & campus climate

Greater professional & social opportunities for faculty from historically underrepresented groups

Single umbrella organizational structure to oversee Diversity & Inclusion initiatives | Increased number of diverse students served by K-12 pipeline programs

Increased number of undergraduate, graduate, and medical students from pipeline programs

Increased number of diverse clinical and post-doctoral fellows

Increased academic success of junior and mid-career faculty from diverse backgrounds | Increased recruitment and retention of diverse faculty

More effective infrastructure and systems to support diversity initiatives

Diversity recruiters appointed and active

Communications:

a) transparently promote the Diversity Strategic plan

b) provide regular updates regarding the status of action items | Increased diversity in faculty leadership positions

Recognize efforts that expand diversity and inclusion in faculty hiring and advancement | The DGSOM Center for Diversity Research is successfully established

Increased numbers of faculty performing translational research that improves health of diverse populations

Increased partnerships with community-based organizations are in place |

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## Goals

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## FACULTY DIVERSITY 2020: Ultimate Outcomes

| FACULTY | DIVERSITY | DIVERSITY | DIVERSITY | LEADERSHIP |
|---|---|---|---|---|
| All members of our faculty will feel valued and heard. | DGSOM will reflect, represent, and value the diversity of the state of California. | UCLA will be a role model for all other institutions aiming to realize excellence through diversity. | DGSOM will be competitively positioned across all mission areas as a result of our success in embracing diversity. | UCLA will be the intellectual leader in developing health services for the diverse populations of the 21st century. |

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**1. Faculty Culture & Climate**

*Create a culture and climate of inclusion that welcomes and celebrates diversity.*

1. **Create a broadly engaging and inclusive culture.**

   ▪ Widely communicate the core values and goals related to diversity; emphasize during onboarding and hiring, orientation programs, review and promotion processes.

   ▪ Ensure that all faculty, regardless of gender, race, ethnicity, sexual orientation or disability status, feel valued for their contributions.

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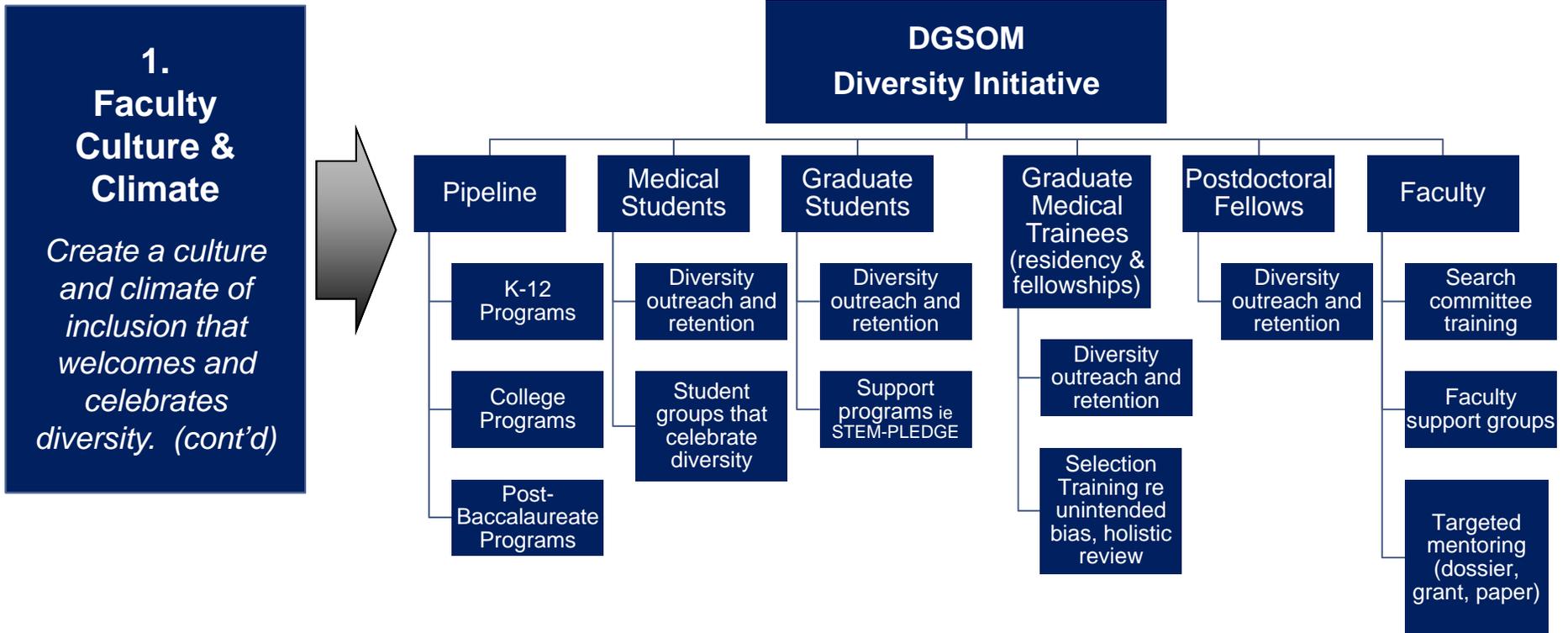
**1.
Faculty
Culture &
Climate**

*Create a culture
and climate of
inclusion that
welcomes and
celebrates
diversity. (cont'd)*

2. **Recognize diversity as key to an enriching intellectual climate and an essential component of excellence.**

   - Regularly measure and transparently report on diversity and campus climate; transparently disseminate results.

   - Ensure that diversity goals and values are considered in operating practices such as recruitment, performance assessment, planning and fundraising.

   - Include diversity measures in advancement and promotion reviews for chairs and division chiefs.

   - Demonstrate and communicate how diversity distinguishes UCLA's contributions in health, medicine and biomedical education.

3. **Recognize those at the DGSOM who reflect the diversity core values and contribute to diversity and inclusion.**

   - Honor those at the DGSOM who reflect the diversity core values and contribute to diversity and inclusion.

   - Create diversity award structure and recognition event for contributions to this mission.

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**4.** **Integrate all diversity initiatives across the DGSOM under a single umbrella to increase overall effectiveness.**



**1.
Faculty
Culture &
Climate**

*Create a culture and climate of inclusion that welcomes and celebrates diversity.  (cont'd)*

**DGSOM
Diversity Initiative**

Pipeline

Medical Students

Graduate Students

Graduate Medical Trainees (residency & fellowships)

Postdoctoral Fellows

Faculty

K-12 Programs

College Programs

Post-Baccalaureate Programs

Diversity outreach and retention

Student groups that celebrate diversity

Diversity outreach and retention

Support programs ie STEM-PLEDGE

Diversity outreach and retention

Selection Training re unintended bias, holistic review

Diversity outreach and retention

Search committee training

Faculty support groups

Targeted mentoring (dossier, grant, paper)

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1.  **Strengthen UCLA's K-12 pipeline targeting the many diverse neighborhoods of Los Angeles and throughout the State of California.**

    ▪ Together with the community engagement core of the CTSI create an inventory of existing programs at UCLA and affiliates for this group of students and expand the K-12 pipeline through identifying gaps and encouraging the development of new programs.

    ▪ Recognize student, trainee, staff and faculty contributions to pipeline activities.

**2.**
**The Faculty Pipeline**

*Develop and nurture individuals from diverse backgrounds for careers in science and medicine.*

2.  **Identify, attract and support undergraduate, graduate, and medical students from diverse backgrounds in the field of health and science.**

    ▪ Create an inventory of existing programs at UCLA and affiliates for these groups of students.

    ▪ Determine factors that predict and develop programs that enhance the success of students from diverse backgrounds

    ▪ Identify gaps and encourage development of new programs or expansion of existing programs including but not limited to:

       ▪ Together with the community engagement core of the CTSI showcase educational and career opportunities available throughout the DGSOM system in health and science to students from underrepresented groups.

       ▪ Enhance mentoring to guide and support undergraduate, graduate, and medical students in their academic pursuits and career choices.

       ▪ Offer summer research experiences and jobs for undergraduates where students participate in a seminar series, attend workshops and panels, tour facilities, and meet individually with graduate students from diverse backgrounds.

    ▪ Send university representatives to attend forums to enhance recruitment of students from diverse backgrounds.

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**2.
The Faculty
Pipeline**

*Develop and
nurture individuals
from diverse
backgrounds for
careers in science
and medicine.
(cont.)*

3. **Recruit diverse residents, postdoctoral and clinical fellows.**

   ▪ Develop strategies for increased resident diversity across all DGSOM-affiliated programs.

   ▪ Provide resources and recognition for residency program directors who demonstrate a commitment to diversity.

   ▪ Enhance post-doctoral recruitment through organizations that support diversity.

   ▪ Determine factors that predict and develop programs that enhance the success of trainees from diverse backgrounds.

4. **Broaden the "pipeline" to include the transition from junior faculty to senior faculty.**

   ▪ Develop programs to enhance academic success of a diverse faculty at the junior and mid-career faculty level.

   ▪ Provide specific recognition and incentives for leaders of divisions or departments in which faculty from historically underrepresented groups achieve promotions.

5. **Formally evaluate pipeline activities to ascertain success**

   ▪ Perform annual and longitudinal studies of participants, track matriculation and graduation rates from each subsequent program.

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**3.
Recruitment
& Retention**

*Recruit and
retain a diverse
faculty.*

***RECRUITMENT*:**

1. **Assess and respond to opportunities and barriers to recruiting a diverse faculty at DGSOM and affiliated sites.**

   ▪ Conduct interviews and surveys with faculty candidates from historically underrepresented groups who choose not to accept faculty positions at DGSOM.

   ▪ Track and report the number of students and trainees from diverse backgrounds accepting faculty positions after completion of studies or training at UCLA.

2. **Build infrastructure and systems to support a more proactive approach to recruitment of diverse faculty.**

   ▪ Use UC Recruit as a centralized place for faculty job postings and applications.

   ▪ Provide resources to and require departments and divisions to use best practices in expanding the pool of applicants for faculty positions.

   ▪ Create expectations for leaders to be change agents for enhanced diversity.

3. **Identify an inclusive pool of prospective applicants.**

   ▪ Appoint "diversity recruiters" to identify prospective faculty candidates.

   ▪ Provide training and resources to department and division leaders to support identification of diverse faculty candidates.

   ▪ Establish relationships with professional and community organizations that support diversity initiatives.

   ▪ Engage DGSOM alumni from diverse backgrounds in identifying prospective candidates; develop an alumni database.

4. **Develop a communications plan that promotes DGSOM's commitment to diversity and inclusiveness.**

   ▪ Enhance the diversity affairs website to highlight diverse faculty, staff, and trainees.

   ▪ Provide resources available for faculty with regards to recruitment, retention, mentoring and career development on the diversity affairs website.

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**RETENTION:**

**5. Strengthen retention of diverse faculty by developing a plan that drives and sustains diversity and inclusion.**

- Analyze faculty diversity turnover and retention trends.
- Conduct faculty satisfaction surveys.
- Conduct faculty exit interviews; identify and act upon barriers to faculty retention.
- Communicate diversity resources and initiatives during faculty on-boarding and orientation sessions.

**6. Strengthen and expand targeted mentoring program.**
*(Links to professional advancement)*

- Provide targeted mentoring to members of groups that are at higher risk for leaving academia.
- Provide and require training for mentors regarding diversity and multicultural practices.

**7. Engage and support faculty in all series from historically underrepresented groups in medicine in their academic advancement to full professor.**

- Create opportunities for collaboration and professional interaction with senior faculty members.
- Provide opportunities for career development and leadership training.
- Foster internal and external networking opportunities for DGSOM faculty of diverse backgrounds.
- Benchmark and implement best practices for retention of diverse faculty.

**3.
Recruitment
& Retention**

*Recruit and retain a diverse faculty.*

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**4. Professional Advancement**

*Nurture and develop a diverse faculty to achieve career success.*

1. **Enhance career development, guidance, support and resources.**

   ▪ Provide trainees from diverse backgrounds with resources to map career development opportunities.

   ▪ Survey DGSOM faculty regarding awareness of current diversity resources and opportunities available; inform the DGSOM community of survey results.

   ▪ Achieve greater diversity in DGSOM leadership positions to more accurately represent the community we serve.

   ▪ Create endowed chairs to recognize and reward faculty with tremendous achievements in diversity and inclusion.

   ▪ Continue to support faculty attendance at development programs targeted for a diverse faculty.

2. **Fully align the definition of merit and reward structures within the DGSOM to reflect diversity and inclusion initiatives and contributions in all mission areas.**

   ▪ Expose department chairs, search committees and members of promotion and tenure committees to data and evidence that demonstrates the added value of diversity in advancing excellence

   ▪ Hold leadership accountable for advances in diversity and inclusion.

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**5.
Intellectual
Leadership**

*Become leaders in researching the health of diverse populations .*

1. **Build the capacity of faculty and students to perform scholarly activities related to diversity and healthy communities.**

   ▪ Establish a DGSOM Center for Diversity Research to provide intellectual leadership in theory, data and practice.

   ▪ Actively support scholarship, through endowed chairs and pilot research funding,  in the study of diversity and health. (links to 4.1)

2. **Lead the nation in improving the health of diverse populations.**

   ▪ Lead in providing culturally-informed care for all.

   ▪ Involve and connect all CTSI participants to build upon existing clinical translational science initiatives and assets,  including those at UCLA, Veterans Administration Hospital, County facilities, Charles Drew University and Cedars-Sinai Medical Center, to lead investigations regarding health of diverse populations.

   ▪ Engage and partner with community-based organizations to address health disparities and opportunities.

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