

DIVERSITY PLAN

Submitted to President Jay Gershen, DDS, PhD

from the Diversity Council

at the

NORTHEASTERN OHIO UNIVERSITIES COLLEGES OF MEDICINE AND
PHARMACY

JULY 1, 2010

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INTRODUCTION

The Northeastern Ohio Universities Colleges of Medicine and Pharmacy (NEOUCOM) continues to undergo major transformation. In 2008, NEOUCOM became recognized as one of fourteen universities in the University System of Ohio. With the addition of its third college, the College of Graduate Studies (COGS) in late 2009, the institution is transforming into a health sciences university. The institution is currently identifying the important infrastructure and processes needed for the new COGS. A new institutional strategic plan is being developed and an effort is underway to identify a new name and branding for the institution. Organizational structural change to support the strategic plan will also soon occur.

Diversity is vital to the accomplishment of the mission of the university. The vision, mission and values of the institution and the colleges can be found in the appendix. The mission of the university is as follows:

The Northeastern Ohio Universities Colleges of Medicine and Pharmacy improves the health, economy, and quality of life in northeast Ohio through the medical, pharmacy and health sciences education of students and practitioners at all levels; the development of new knowledge through research in the biomedical, community health and behavioral sciences; and the provision of community service and health education throughout the northeast Ohio region.

The accrediting bodies of the institution and colleges (The Higher Learning Commission of the North Central Association of Colleges and Schools, Liaison Committee on Medical Education and Accreditation Council for Pharmacy Education) emphasize the importance of the diversity of students, faculty and staff. It is critical to have educational programs that inspire learners and educators to understand and interact with the diverse world of patients, one another, and the health care team to improve the health of individuals and communities.

Central to NEOUCOM's mission is the diversity of the students, faculty, and staff. In late 2008, NEOUCOM created a hybrid model structure to address diversity. Prior to that time, a single office was responsible for all diversity efforts. The current hybrid model includes a central component consisting of the Diversity Council (see membership in appendix) and a decentralized component consisting of four offices with personnel responsible for diversity efforts (student affairs, admissions, human resources, and institutional advancement). "Diversity is everyone's business" became the overarching motto at NEOUCOM.

According to the *Missing Persons: Minorities in the Health Professions*, "Diversity should be a core value in the health professions." NEOUCOM's Diversity Council is highly committed to this principle and provides this report to assist in the efforts to enhance and support the diversity of the health professions students it recruits, and the faculty and staff that assure there is a supportive learning environment.

CHARGE from President Gershen

On February 23, 2010, Dr. Jay Gershen, President of NEOUCOM, addressed the Diversity Council. He expressed his strong commitment to diversity and summarized the mission of NEOUCOM as follows: “to educate a diverse healthcare workforce.” He charged the Council to develop an operational plan to increase the diversity of the students coming to NEOUCOM with emphasis on students coming from lower socioeconomic backgrounds, and in particular, students from underrepresented groups in medicine and pharmacy.

Dr. Gershen asked that the operational plan be completed by July 1, 2010.

MEETINGS OF THE DIVERSITY COUNCIL

Following the retreat held on March 26, 2010, at Kent State University to initiate the Diversity Plan, the Diversity Council met on the following dates to discuss the progress of the development of the operational plan.

March 26 - Retreat

April 6, 19

May 4

June 1

June 21

After much discussion the Diversity Council decided to focus its recommendations around **two primary goals**. Each goal has objectives with associated action steps specifically identified to accomplish the goals. These two goals are aligned with the following evolving institutional strategic plan goals and action steps:

Institutional Strategic Plan’s Goals and Action Steps

Goal #1	Action Steps 4, 5
Goal #2	Action Steps 3, 4, 6, 7
Goal #3	Action Step 5
Goal #4	Action Steps 1, 2, 4, 5
Goal #5	Action Steps 2, 5, 6, 7
Goal #6	Action Steps 6, 7, 9, 10

RECOMMENDATIONS

DIVERSITY OPERATIONAL GOALS, OBJECTIVES AND ACTION STEPS

Goal #1

Attract and retain a diverse student population to the Northeastern Ohio Universities Colleges of Medicine and Pharmacy through innovative methods such as pipeline programs and an education for service program.

Objective #1 Create *pipeline programs* to enhance the diversity of NEOUCOM students, and ultimately the healthcare workforce.

Action Steps

1. Create post-baccalaureate programs with current and future university partners.
 - a. In 2013, if appropriate funding is available, admit a cohort of up to 35 qualified students through a post-baccalaureate process with Cleveland State University (CSU). This program will focus on primary care in the urban setting in the NEOUCOM Urban Primary Care Track at CSU. To begin the relationship with CSU in 2011 and 2012, admit up to 20 qualified students per year from CSU to NEOUCOM in the direct entry early admissions process.
 - b. Promote this concept with The University of Akron, Kent State University, and Youngstown State University and determine feasibility.
2. Identify medical school direct entry slots for qualified students who attend historically black colleges and universities, such as Central State University and Wilberforce University.
3. Support the “middle school to practice” pipeline with Cleveland State University.
4. Identify providers that would be excellent role-models/mentors in the training of medicine and pharmacy students; and provide funding support to key providers.
 - a. Identify up to 10 mentors and provide funding to support their efforts.
5. Develop fundraising activities at NEOUCOM, and with partners, to support pipeline program development.
 - a. Develop fundraising at the health professions college level and identify a target number or percentage of students from lower socioeconomic backgrounds who would receive full/partial scholarships.

- b. Develop joint fundraising activities with partner universities around this common goal.
 - Request the undergraduate universities develop fund-raising at the undergraduate level and increase the number of scholarships for students of lower socioeconomic backgrounds who would receive full/partial scholarships.

Objective #2 Create an *Education for Service Program* to help address disparities in primary care and specialty health provider needs in urban and rural communities.

Action Steps

1. Develop relationships with hospital partners to link the health professions students with graduate medical and pharmacy education positions.
 - a. Encourage hospital partners to identify a number of primary care positions or other needed specialty positions for which they could guarantee support, in exchange for students being a part of their residencies; graduates of these programs would subsequently practice in the community (urban and rural) for a specified period of time.
2. Partner with northeast Ohio communities (urban and rural) that have need for health care professionals, and investigate communities' willingness to provide funding to support students in their education in exchange for practice in their communities.
3. Partner with local health care providers in urban and rural settings and investigate their needs for adding health care professionals to their practices. These providers will identify their willingness to support students' education in exchange for joining their practice.

Goal #2

Attract and retain a diverse student population, faculty and staff at the Northeastern Ohio Universities Colleges of Medicine and Pharmacy by ensuring it has a *welcoming and supportive culture*.

Objective #1 Develop a *welcoming and inclusive environment* at NEOUCOM.

Action Steps

1. Assess the current environment by doing focus groups of stakeholders.
2. As part of the branding and marketing of the institution, include in our website current demographic profile of students, faculty, staff and administrators, and update the website annually.
3. Develop admissions and public relations material that reflect the diversity and culture of our students, faculty and staff.

4. Create physical spaces in the entry areas and in the atrium, including banners, that celebrate and include people from all cultures.
5. As part of master facilities planning, renovate the Multicultural and Meditation Rooms

Objective #2 Implement *practices/processes* that support diversity so that diversity and inclusion become a part of the fiber of the university.

Action Steps

1. Search committees should aggressively pursue diverse candidates.
2. The university should be a member of organizations that enhance diversity or support diversity initiatives.
3. Admissions committees should review admissions practices and procedures to enhance recruitment and acceptance of a diverse student body.
4. Develop diversity curriculum and diversity training for all employees.
5. Incorporate diversity responsibilities into all job descriptions.
6. Include diversity measures/accomplishments as part of individual performance appraisals.
7. Departments and division reviews should identify and include diversity measures/accomplishments.
8. The new employee orientation and faculty orientation should include information about diversity.

APPENDICES

1. DIVERSITY COUNCIL MEMBERSHIP

Omowunmi Anibaba, P3
Patrick J. Gallegos, Pharm.D., BCPS
Mary Henefeld, M.S.
Michael G. Holder, Jr., M.D.
Walter E. Horton, Jr., Ph.D.
Marsha S. Mills, M.A. (Co-Chair)
Polly J. Moss, M.Ed.
Mark A. Penn, M.D., M.B.A. (Co-Chair)
Elizabeth E. Piatt, Ph.D.
Clint W. Snyder, Ph.D.
Steven Jones, M4

OPERATIONS GROUP

Jonathan Edwards, B.A., CHRS - Human Resources Recruiter
Dawn Jenkins, Ph.D. - Assistant Director, Diversity and Admissions Outreach
Vacant - Development Officer
Vacant - Assistant Director, Student Affairs and Diversity

2. DOCUMENTS

A. Institutional Mission, Vision and Values

Mission

The Northeastern Ohio Universities Colleges of Medicine and Pharmacy improves the health, economy, and quality of life in northeast Ohio through the medical, pharmacy and health sciences education of students and practitioners at all levels; the development of new knowledge through research in the biomedical, community health and behavioral sciences; and the provision of community service and health education throughout the northeast Ohio region.

Vision

To be the premier community-based interprofessional health sciences university in the United States.

Values

Our values are reflected in the Five Cs of our educational, research and work environment: Competence, Communication, Caring, Character and Community.

B. NEOUCOM College of Medicine Mission, Vision and Values

Mission

The mission of the Northeastern Ohio Universities College of Medicine is to graduate qualified physicians oriented to the practice of medicine at the community level, with an emphasis on primary care: family medicine, internal medicine, pediatrics and obstetrics/gynecology. NEOUCOM strives to improve the quality of health care in northeast Ohio through:

- education of undergraduate medical students;
- assistance to the residency programs in the associated hospitals;
- continuing education of physicians and other health professionals;
- the participation of faculty and students in the development of new knowledge through research and consortial education of graduate students in the biomedical, community health and behavioral sciences; and
- the provision of community service programs and health education throughout the region.

Vision

NEOUCOM will be recognized as the premier community based medical school in the United States, with greatness defined as:

- national leadership in medical education;
- nationally recognized for excellence in focused areas of research and scholarship; and
- being an outstanding place to learn and work.

Values

The University's integrated, interprofessional curriculum is one of its most distinctive assets. It trains students to be superb scientists, skilled practitioners, and compassionate communicators. Our institutional values are based on the characteristics that people want to see in their health care professionals: competence, communication, caring, character, and community, known collectively on campus as the Five Cs. These values permeate through our educational, research, and work environments.

NEOUCOM College of Pharmacy Mission, Vision and Values

Mission

Northeastern Ohio Universities College of Pharmacy prepares highly skilled pharmacists who play an indispensable role in a team-oriented approach to patient care and medication management services. Our unique curriculum intermeshes with that of the Northeastern Ohio Universities College of Medicine to set new standards for inter-professional education and collaboration.

The College of Pharmacy will promote innovative collaborative research in education, biomedical and pharmaceutical sciences. Our faculty, staff and students will:

- Reflect the diversity and culture of northeast Ohio
- Embody competence and caring
- Display strong communication skills
- Exhibit professional ethics and character
- Provide service to the community
- Demonstrate dedication to lifelong learning

Vision

Northeastern Ohio Universities College of Pharmacy will be recognized as the premier institution and leader in the interprofessional education of exceptional pharmacist patient-care providers.

Values

Our values are reflected in the Five C's of our educational, research and work environment: Competence, Communication, Caring, Character and Community.

C. Institutional Diversity Statement and Guiding Practices

The Northeastern Ohio Universities Colleges of Medicine and Pharmacy (NEOUCOM) embraces diversity and its benefits and values a work and learning environment that is grounded in respect and inclusion of all. Diversity encompasses race, culture, ethnicity, gender, socio-economic status, religion, age, sexual orientation, disability, and military/veteran status.

NEOUCOM views diversity as a commitment to recognizing and appreciating the variety of characteristics that make individuals unique. We strive to create an atmosphere that promotes and celebrates both the uniqueness of individuals and collective achievement. The practice of diversity at NEOUCOM means continually educating and training members of our NEOUCOM community so that we can effectively serve a multicultural society. Each of us is accountable for our overall success.

Guiding Practices

These Guiding Practices help us fulfill our mission of improving the health of northeast Ohio through education, research and service. The Guiding Practices should be used to implement institutional actions, activities, policies, and planning to assure all members of the community are represented among our faculty, staff and students.

A commitment to diversity is the responsibility of all individuals. Therefore, all university members are expected to use the following practices to guide their actions and decision making.

- 1) Create a welcoming, nurturing, inclusive environment that promotes interaction among all university members.
- 2) Promote practices that create awareness, appreciation, acceptance and celebration of different cultures.
- 3) Build skills required to be successful in a multicultural environment.
- 4) Develop and implement actions and activities that result in the recruitment and retention of more diverse faculty, staff and students.

D. Institutional Statement on Student Diversity

The Northeastern Ohio Universities Colleges of Medicine and Pharmacy (the University) believes that diversity is a value that is central to its educational, research, service and health care missions. The University has a compelling state interest to maintain a diverse student body in order to reap the societal, educational, research, and business benefits that flow from a diverse university environment. Consistent with the University's mission and strategic plan, the University is committed to improving and advancing diversity among its students, faculty and staff.

3. ARTICLES

"Missing Persons," Minorities in the Health Professions, The Sullivan Commission