

Charting The Path Towards Inclusive Excellence: An Overview of our Journey thus Far...

Judy Seidenstein, Chief Diversity Officer
May 4th, 2015
Presentation For Yale School of Medicine



Let's Talk...

- Duke School of Medicine's Story
 - A Little History
 - Our Philosophy & Approach
 - Developing and Implementing A Framework for Creating A Diversity Strategic Plan
 - What we've learned along the way
- Group Discussion: Questions, Ideas & Insights



May 17, 2012

The United States has reached a historic tipping point -- with Latino, Asian, mixed race and African American births constituting a majority of births for the first time, the U.S. Census Bureau reported Thursday.

Minorities made up about 2 million, or 50.4%, of the births in the 12-month period ending July 2011, enough to create the milestone. The latest figure was up from 49.5% in the [2010 census](#).

This racial and ethnic shift was an expected, but still important, turning point for the nation. The new numbers indicate that the upcoming generations will be more diverse and could have an increasingly broader views of issues.



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May 15, 2012

TO: Senior Administrators at Duke University
FROM: Richard H. Brodhead, President *RHB*
SUBJECT: Annual Reports on Diversity Activities

During my comments to the faculty at their annual meeting on March 22, I spoke about the importance of building a culture of equity, opportunity, inclusiveness and respect. Although we've made progress over the past years, we still have work to do. Therefore, I want to take this opportunity to outline in greater detail our next steps.

I have asked Provost Peter Lange, Chancellor Victor Dzau and Executive Vice President Tallman Trask to request an annual report from academic and administrative leaders on efforts related to diversity in their administrative units, with plans set for the coming year. The reports will be reviewed by the Vice President for Institutional Equity and the Vice Provost for Faculty Diversity and discussed by the entire senior leadership team. A summary of university-wide activities will be shared each year with the Executive Committee of the Academic Council and the Board of Trustees (discussed in the Human Resources Committee), and a comprehensive report will be published for the Duke community every other year.

To begin this process, I am requesting that you provide by mid-September to the head of your management center—Provost Lange, Chancellor Dzau or Executive Vice President Trask—a brief description of three initiatives that will be the focus of your unit's annual work in enhancing equity, opportunity, inclusiveness and respect. I recognize that the precise nature of the initiatives will vary depending upon the particular environment and nature of your unit's responsibility, but they should be clearly delineated, along with expected outcomes. I envision that some initiatives will focus on particular recruitment or retention strategies while others might be educational or involve modification of current systems or processes. The attachment contains examples of possible initiatives that might be the focus of your unit's work. These are merely examples—actual initiatives should be meaningful within the particular unit.

After submitting your list of initiatives in September, Provost Lange, Chancellor Dzau and Executive Vice President Trask will follow up in the spring with a request that you provide a report of efforts and accomplishments by the beginning of April 2013. A summary of our efforts will be shared with ECAC and the Board of Trustees.

Lastly, I ask that each of you think how you can be visible leaders of our efforts. Whether you initiate and lead dialogues, foster and encourage research related to our efforts or are actively involved in various events which demonstrate your support (Samuel Dubois Cook Awards Dinner, Martin L. King, Jr. Commemoration, Teamwork/Diversity Awards Luncheon, etc.), your visible and active participation as a leader will make a difference.

Thank you

A Leadership Imperative



“...Lastly, I ask that each of you think how you can be visible leaders of our efforts. Whether you initiate and lead dialogues, foster and encourage research related to our efforts or are actively involved in various events which demonstrate your support your visible and active participation as a leader will make a difference.”

Richard Brodhead



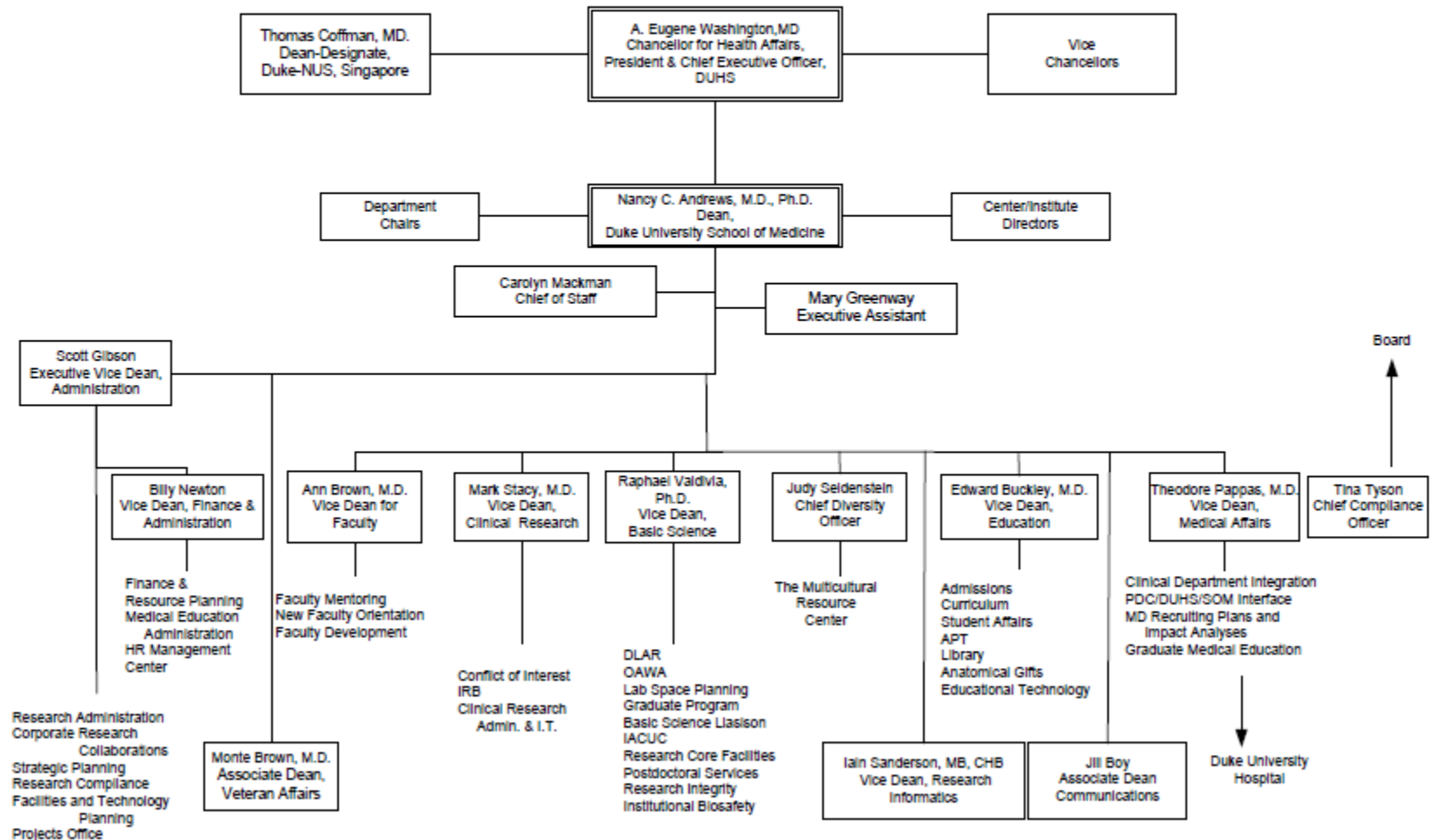
The Office of Diversity & Inclusion (ODI) Alignment With Mission, Vision & Values:

*“As an academic medical center, it is our responsibility to train and **mentor** future physicians and scientists who understand and appreciate diversity. We live in an aging and diversifying nation where disparities can limit healthcare access and lead to disproportionately poor outcomes. We want to attract and retain the very best people. That can only be accomplished by appealing to a diverse pool of applicants who feel welcome once they are here.”*

- Dean Nancy Andrews, June 2011



Duke University School of Medicine





Councils & Groups

- School of Medicine Inclusion Council
- Hispanic and Latino Faculty Committee
- Duke Medicine Sexual and Gender Diversity Committee
- Duke Health Disparities Consortium
- Student & Faculty BOND (Bridging Opportunities and Networking in Diversity) Council

Office of Diversity & Inclusion

Judy Seidenstein,
Chief Diversity Officer
 Kenyon Railey, MD
Diversity Strategist
 Jeanine Holland, MBTA,
Administrative Program Coordinator

Multicultural Resource Center

Maureen Cullins,
Director
 Delbert Wigfall, MD,
Associate Dean for Medical Education
 Sharon Coward,
Staff Assistant

School of Medicine Partners & Affiliates

Sherilynn Black, PhD, Director,
 Office of Biomedical Graduate Diversity
Kim Evans, MD, Chair, Minority Recruitment and Retention Committee (Department of Medicine)
Laura Svetkey, MD, Vice Chair for Faculty Development and Diversity (Department of Medicine)
Lovest Alexander, PA-C, Director of Diversity & Inclusion Duke Physician Assistant Program

School of Nursing Student Groups
 Duke Chapter of American Assembly of Men in Nursing, Duson Spectrum (LGBT group),
 Fusion /Multicultural Nursing Student Association

**Other
 Departmental and
 Office Initiatives**

Student Groups

Asian Pacific American Medical Student Association (MD)
 Gay Straight Alliance (MD)
 Latino Medical Student Association (MD)
 Student National Medical Association (MD)
 Stead Society Diversity Chair (PA)
 Duke DPT Gay-Straight Alliance (PT)



ODI Vision & Mission

- A fundamental goal of The Office of Diversity and Inclusion is to help to foster a climate where **all** members of our faculty, students and staff experience an unprecedented sense of belonging, feel that they matter, can thrive and contribute their best work.
- Working and learning in environments where people experience these qualities helps us attract and retain a diverse cadre of outstanding talent who are fully **engaged** and positively impacts how we teach, work, learn and serve in an increasingly diverse world.
- A strong and inclusive community...learning and growing together to discover the power that a diversity of backgrounds, life experiences and perspectives can have in stimulating **new ideas, breakthrough science and excellence**.



Promoting Diversity and Inclusion: ODI Goals



- Development and implement strategies to foster a culture of inclusion in which highly qualified students, faculty and staff from diverse talent pools experience a genuine sense of belonging, engagement and achievement.
- Develop and manage a comprehensive strategy providing leadership, guidance and support across the school to conceptualize, define, assess and nurture the climate required for diversity, inclusion and excellence to thrive.
- Address both broad and specific issues of faculty, staff and student diversity and work closely with department chairs, institute/center directors and senior administration to develop robust strategic plans in order to position diversity and inclusion as core to the school's missions of education, research and patient care.

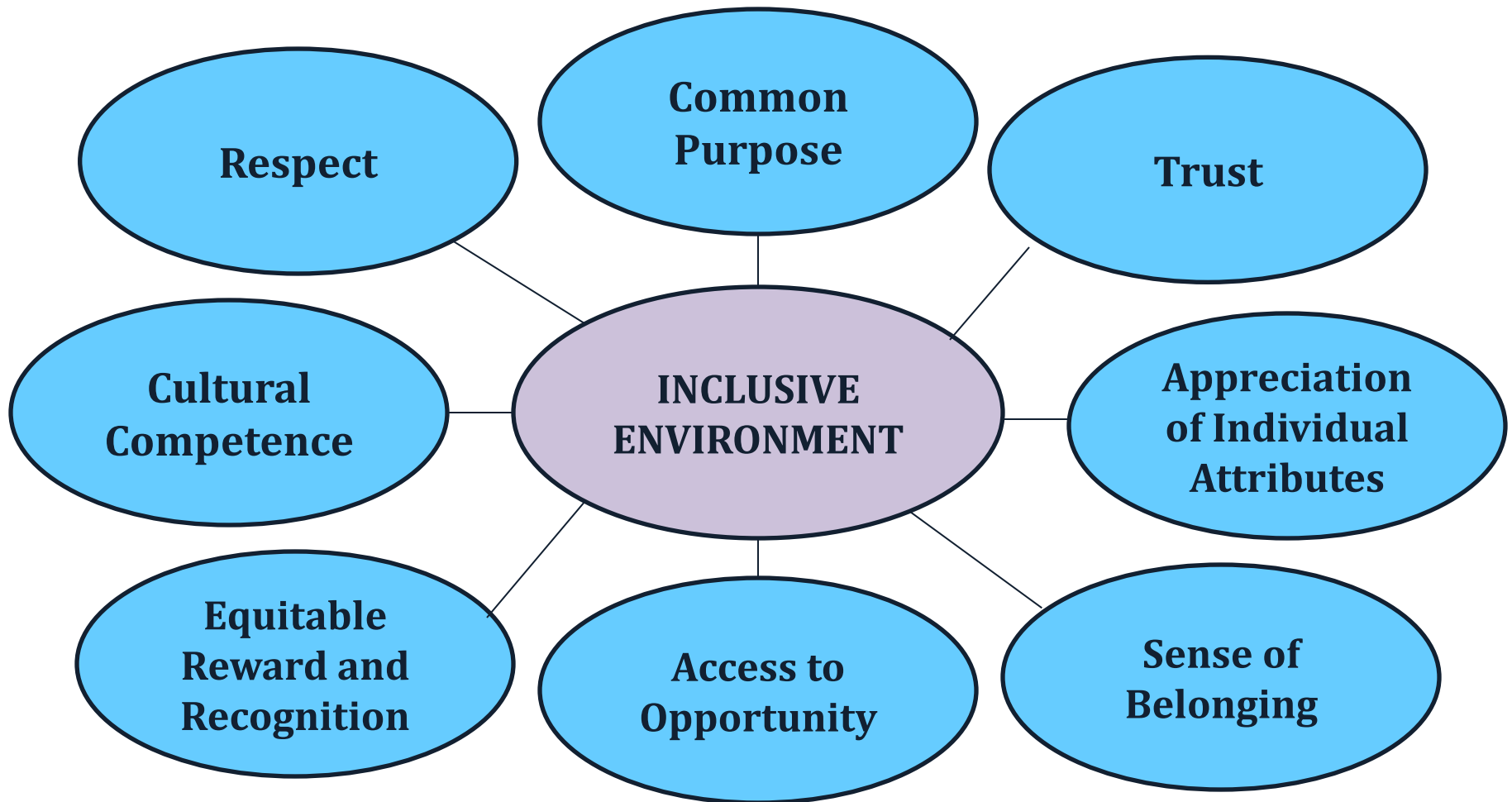
Climate Matters...

Research suggests that diversity in organizations has an advantage *if* the conditions are right.

How can we know if the right conditions exist?



Inclusion Factors



Source: DL Plummer - UMASS

Core Message: Appreciation and Value of the Individual



ODI will partner with leaders to identify a desired future state and measurable goals. . .

- Where are we now? Where do we want to be?
 - Organization (SoM)
 - By Department
 - As Individual leaders
- What are our strengths and weaknesses? What are our opportunities?
- Identify short term (low hanging fruit), medium term (attainable) and long term goals (visionary return on investment)?
- Incorporate quantitative and qualitative measures and data to actualize a strategic plan
- How will progress be assessed/measured?
- By when? Can we create a timeline?










We Chart The Course . . .



- As an academic medical center, it is our responsibility to train and mentor future (and current) clinicians and scientists who understand and appreciate diversity.
- Diversity and inclusion are key drivers of institutional excellence that can accelerate our ability to stimulate new ideas, innovate and solve complex scientific problems.
- Successful development of a diversity-sensitive organization is significantly different from increasing the percentage of minority representation.
- Senior leaders must be “architects” of an inclusive culture and climate (which includes but is not limited to recruitment, retention, development and support of previously underrepresented talent).
- Deliberate and intentional focus is necessary to move us forward; like any other key priority, this requires strategy and a plan.

7 Elements of An Effective Diversity Strategic Plan (DSP)

-  **Leadership Engagement & Excellence:
“Modeling The Way”**
-  **Foster An Inclusive Climate**
-  **Recruitment & Talent Acquisition
“Casting A Wide Net”**
-  **Pipeline: “Priming the Pump”**
-  **Retention & Engagement: “Thriving vs. Surviving”**
-  **Take Periodic Data Snapshots:
“Measurement Matters”**
-  **Create Inclusive Academic Learning & Research
Environments**

Reviewing The Plans...

| Basic Sciences | Grade | Comments | History |
|----------------|-------|--|---|
| Department A | C+ | Plan acknowledges the need to be more proactive in recruitment efforts which indicates awareness of some of the current challenges. Would be bolstered with more specific strategies and metrics, especially regarding culture and climate. | <ul style="list-style-type: none"> One consultative meeting with Chair on 9/28/13. |
| Department B | A- | Thoughtful and comprehensive plan that reflects holistic understanding as well as commitment by The Chair. Strong sense of current state and concrete strategies to address gaps. Could bolster indicators of success. | <ul style="list-style-type: none"> Had two consultative meetings with Chair on 10/27/11 and 5/18/13. |
| Department C | B- | Good Intention/articulation of value and importance. Focus in primarily on "mentoring and nurturing" grad students and post doc fellows. Would be bolstered by intentional expansion of D&I strategies and metrics beyond representation. | <ul style="list-style-type: none"> Consultative meeting with Chair on 8/1/12. Draft submitted on 7/1/13. Provided review comments & feedback on 7/8/13 |
| Department D | C+ | Good analysis of current state based on demographics and representation for all groups except staff. Plan lacks clarity with respect to specific goals, strategies and success indicators beyond demographic representation. | <ul style="list-style-type: none"> One consultative meeting with Chair and his team when I first came on board. |
| Department E | A- | Strong history and strategies. Comprehensive plan that exhibits clear commitment and engagement by the Chair. Could strengthen the specificity of metrics to use as indicators of progress (beyond representation). | <ul style="list-style-type: none"> Series of consultative interactions with Chair prior to new role in SOM. Plan submitted directly to Dean Andrews by Chair on 5/31/13 |
| Department F | B+ | Positive leadership engagement and initiative by the Chair. The plan has clear and measurable goals/strategies and outcomes for all groups with the possible exception of staff who are referenced but not addressed. The plan indicates the formation of a Diversity and Inclusion committee to advise the Chair and identity-based constituent groups. | <ul style="list-style-type: none"> Draft received from Steve Lisberger on 6/24/13 Provided review comments and feedback to Steve on 6/27/13 |
| Department G | B+ | Chair is clearly committed and has given thought to specific strategies to positively impact diversity of learners and faculty. Good accountability mechanisms. Lacks any focus on staff and not much specificity on how climate and culture will be measured. | <ul style="list-style-type: none"> One formal consultative meeting with Donald on 2/4/13 |



A few examples ...

| | | | |
|----------------|-----------|--|---|
| <p>Surgery</p> | <p>A-</p> | <p>Thoughtful plan with strategic focus on residents and faculty. Incorporates accountability structures. Well planned strategies with specific metrics and success indicators. Does not include any focus on staff.</p> | <ul style="list-style-type: none">• Several consultative sessions conducted with Chair 2011-13.• Met with Diversity Champion to discuss diversity strategy on 2/21/13.• Draft received on 4/29/13• Review feedback and comments provided on 7/8/13.• Active participation in Visiting Clinical Scholars Program |
|----------------|-----------|--|---|

A few examples ...

| | | | |
|-----------------------|-----------|---|--|
| Department “Y” | B+ | Positive leadership engagement and initiative by the Chair. The plan has clear and measureable goals/strategies and outcomes for all groups with the possible exception of staff who are referenced but not addressed. The plan indicates the formation of a Diversity and Inclusion committee to advise the Chair and identity-based constituent groups. | <ul style="list-style-type: none">• Draft received from Chair on 6/24/13• Provided review comments and feedback to Chair on 6/27/13 |
|-----------------------|-----------|---|--|

A few examples ...

| | | | |
|----------------|----|---|---|
| Department "Z" | D- | Aside from reporting data on current faculty demographics and espousing a laudable intent towards efforts to broaden diversity, there is a complete absence of specific goals, strategies or metrics thus it falls short of being an actual plan. | <ul style="list-style-type: none">• Consultative meeting with Chair and his business manager on 8/29/12 |
|----------------|----|---|---|

Inclusion Council

 Duke University School of Medicine

medschoolblog




HOME

Physical Therapy Division becomes part of Dept. of Orthopaedic Surgery
Lisanby, Blumenthal and Buckley Honored with Distinguished Professorships

School of Medicine forms Inclusion Council to promote sense of belonging

On August 4, 2014, in Program Announcement, Uncategorized, by Beky Branagan



The School of Medicine's Office of Diversity and Inclusion works with the medical school leadership to foster and influence an inclusive climate in which all constituents across the School of Medicine experience a genuine sense of belonging, engagement and achievement. The Office recently launched an Inclusion Council.

The goals of the council are trifold:

- Help prioritize School of Medicine diversity and inclusion goals and strategies;
- Serve as an advisory "think tank" for the Office of Diversity & Inclusion;
- Act as a liaison for department/institute/center's goals, strategies, questions and concerns.

The newly formed Inclusion Council is comprised of faculty and staff across the School representing a diversity of perspectives, backgrounds, experience, and identities that include but are not limited to: gender, race/ethnicity, research/clinical, nationality, socioeconomic status, age, role/function, religion, length of service, sexual orientation, educational background/training, gender identity, thinking style, ability, language, and perspective.

On July 30 and 31, the Office hosted a training session for new council members. Howard J. Ross, a national thought leader on organizational change, cultural competency and unconscious bias and author of "Reinventing Diversity: Transforming Organizational Community to Strengthen People, Purpose and Performance" facilitated an intensive orientation session for council members. The content of the training focused on re-thinking the historical paradigms of diversity; exploring a

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Tweets

Duke OUSF @DukeOUSF 28 Oct
A.B. Duke alum Dr. Sarah Lisanby, Chair of Psych at @DukeMedSchool, talks mentorship and advice for current students. bit.ly/ZX0FNJ
Retweeted by Duke Medical School

Francis S. Collins @NIHDirector 22 Oct
Increased biomedical workforce diversity is mission critical to #NIH & future of science. NIH awards \$31m to foster it Lusa.gov/1tcLRma
Retweeted by Duke Medical School

UPCOMING EVENTS

Calendar of Scientific Events

Basic Science Day
Monday, October 13, 2014



Launch of SoM Inclusion Council

- Help prioritize SoM Diversity & Inclusion goals and strategies
- Serve as an advisory “think tank” for The Office of Diversity & Inclusion & senior leadership
- Serve as liaisons for your department/center/institute’s goals, strategies, questions and concerns relevant to implementing their Diversity Strategic Plans
- Share best/promising practices as well as opportunities (“lessons learned”) within and across departments and programs
- Address and prioritize opportunities and challenges identified by analysis of AAMC Diversity & Engagement Survey (as well as other sources of feedback on climate and culture)
- Work as change agents, ambassadors, and champions of SoM’s D&I mission & goals





Questions?
Thoughts?
Insights?