

**Feedback on Final Update on Progress Implementing
A Framework to Foster Diversity at Penn State: 2004-09
College of Medicine
Spring 2010**

The College of Medicine has made laudable structural diversity improvements. Noteworthy, are the following individuals involved in diversity initiative efforts: The Dean's Council on Diversity; Director, Diversity Inclusion & Employment Equity; and the new Associate Dean for Diversity position; indicative of a strong diversity commitment. As clearly reported, medical students are provided interactive diverse learning opportunities. The review team recognizes the efforts and challenges involved in increasing diverse representation within administration and staff. Several assessments are in use in annual evaluations of employees. It is unclear however, how these will be used to reward excellence and affect improvement. The following College efforts are commendable and could become a best practice with sufficient data: 1.) Cultural Competency Training (CCT), where all employees are engaged, and 2.) CCT – Train the Trainer, where knowledge is dispersed via training others.

Campus Climate and Intergroup Relations

Challenge 1: Developing a Shared and Inclusive Understanding of Diversity

- ❖ The College of Medicine's diversity definition lacks specificity that facilitates recognition and limits a welcoming message. The review team suggests refinement. **RESPONSE: *The definition has been rewritten and now is more specific, particularly to a medical campus.***
- ❖ Diversity competence and cultural awareness are central to staff evaluations, yet how performance ratings are addressed is not evident. **RESPONSE: *A program of diversity training that offers a baseline level of knowledge is needed. An online tutorial is under development, possibly in conjunction with main campus (Annie Holmes). Hospital employees are rated on their level of participation and involvement with regards to diversity and teamwork. Low or high ratings are reflected in employees' overall final performance ratings and eventually impact their pay increases.***
- ❖ The "Diversity Report Card" appears to inform and positively impact hiring practices. (Also related to Challenge 4) **RESPONSE: *Hiring practices are also impacted by hospital managers being informed as to which job groups have underrepresentation by minorities and females. Managers are encouraged to consider hiring a minority or female when selecting among equally qualified job applicants.***
- ❖ Diversity initiatives emerging from the Dean's Council on Diversity and information dissemination during medical student orientation are praiseworthy. **RESPONSE: *The positive comments are appreciated; we are continuing to build and expand upon these programs.***
- ❖ The efforts instituted by Dr. Davis are laudable.
- ❖ Potential Best Practice: The newly created position Associate Dean for Diversity.

Challenge 2: Creating a Welcoming Campus Climate

- ❖ The Dean's Council for Diversity is auspiciously chaired by the Executive Directors of the Medical Center; efforts to ensure diverse representation on search and leadership committees are evident.
- ❖ Climate efforts directed toward gender, ethnicity and religious equity appear operational; however there is no mention of disability, and LGBTQ. **RESPONSE: *Efforts are underway to raise awareness for recruiting, hiring and retaining persons with disabilities. Our first disabilities workshop with vendors demonstrating assistive devices is planned for November 9, 2010. The intention is to dispel some of the myths surrounding disability and to reinforce understanding of the many options for accommodating the needs of persons with disabilities. LGBTQ efforts have been dramatically stepped up, starting this summer with the DCOD sponsorship of the Pride Festival in Harrisburg, PA (attendance of ~ 5,000) and into fall with a University Park sponsored LGBT workshop, the inauguration of the LGBT Grand Rounds series, and the selection of a prominent LGBT faculty as co-chair of the URM admission committee. LGBT Health modules will be posted on the Diversity website and the LGBT curriculum is in the early stages of revision.***
- ❖ Evidence of multicultural outreach support is reflected across various units via Multi-Cultural Awareness Club, Interfaith services, and increased access for Spanish speaking constituents. **RESPONSE: *In order***

to expand our efforts to increase access for Spanish-speaking patients and families, the Associate Dean for Diversity has begun discussions with a local company for instruction in medical Spanish.

- ❖ The Junior Faculty Development Program has been in place since 2003; programmatic assessment data would be beneficial to substantiate success. ***RESPONSE: A programmatic assessment of the JFDP is being conducted by the Administrative Fellow during the current academic year.***
- ❖ The Penn State Hershey Medical Center/ College of Medicine 2007 Employee Survey notes favorable climate responses; it is unclear whether further surveys or other evaluations are forthcoming. ***RESPONSE: The Annual Nursing Survey for registered nurses is conducted every October. A survey assessing the level of "affinity group" activity is in development and will be implemented across the Penn State Hershey campus.***

Representation (Access and Success)

Challenge 3: Recruiting and Retaining a Diverse Student Body

- ❖ The review team acknowledges the challenging work of Dr. Alphonse E. Leure-duPree, whose primary responsibility is to increase recruitment, matriculation and retention of underrepresented minorities. ***RESPONSE: Dr. Leure-duPree's efforts will be hard to replicate but it should be noted that activities identified by current URM students as having had an impact on their matriculation will be reinstated. Team VI, specifically for URM students, has been reconstituted and during the interview process, URM days and URM luncheons will begin again.***
- ❖ Multiple sources of funding, internal and external (COM, EOPC, and NIH) in support of diversity initiatives and student recruitment are noteworthy.
- ❖ Students have received Medical School Scholarships; completion data is suggested for assessment.
- ❖ Affinity groups are acknowledged as a means to provide social support, tutoring, and financial assistance to women, Asian Pacific Americans, and African Americans. ***RESPONSE: Assessment of the Affinity Group activity is underway by means of a campus-wide survey. Invitations have been extended to the Penn State Hershey employees to join the existing Affinity groups in place at The Hershey Company until they can be established on campus.***
- ❖ The decreased number of multicultural students is of concern; the report notes African American, Asian, and Hispanic student percentages have fallen below the national benchmark. Strategies to mitigate this trend are strongly recommended. ***RESPONSE: URM recruitment days and luncheons are being reinstated, along with other activities that current URM students report as having had a positive impact on their decision to attend Penn State COM.***
- ❖ Also encouraged are assessment procedures to measure effectiveness of currently existing programs. ***RESPONSE: For the high school program put in place by the Associate Dean for Diversity (the SAME program), feedback from the students was very positive. Appropriate data points will be tracked for each of the pipeline programs to assess their effectiveness.***

Challenge 4: Recruiting and Retaining a Diverse Workforce

- ❖ The College of Medicine has identified mechanisms to generate diverse applications from their catchment area; however they have yet to benefit substantially from these efforts. ***RESPONSE: Those benefits have yet to be realized because those mechanisms have yet to be formalized. To this point, the mechanisms have been inconsistently implemented.***
- ❖ The greatest increase in the percentage of minorities and females is noted at the levels of Associate and Assistant Professor, with minimal improvement occurring at the rank of Professor. ***RESPONSE: Several searches are underway for senior faculty positions at the chair level. Women and minorities have been included in the search committees.***
- ❖ Little or no improvement is noted in diversifying the senior staff or administration. New strategies are suggested.

Education and Scholarship

Challenge 5: Developing a Curriculum That Fosters Intercultural and International Competencies

- ❖ Exemplary efforts are noted in the development of three diversity and cultural awareness courses.
- ❖ High-risk population projects in research and treatment show promise in diversity exposure.
- ❖ Involving medical student lecturers in diversity/cultural awareness classes taken by first year students is creative and holds institutional merit.
- ❖ Potential Best Practice: The creation of the Medical Spanish course as an expected permanent course.
RESPONSE: As noted earlier, we are currently in discussions with a local company to implement this course.

Institutional Viability and Vitality

Challenge 6: Diversifying University Leadership and Management

- ❖ The Dean's Council on Diversity is comprised of key senior leadership: the Dean of the College of Medicine, the Executive Director of the Penn State Hershey Medical Center; the Director of the Office of Diversity, Inclusion, and Employment Equity; and the newly appointed Associate Dean for Diversity in the College of Medicine. This is laudable. ***RESPONSE: The DCOD, now with key leadership in place, will undergo a self-assessment of its function and establish a higher profile in the institution.***
- ❖ The College is challenged in increasing its diversity at the administrative/senior levels. ***RESPONSE: This remains an area for improvement and is being addressed with several searches underway.***
- ❖ Programs such as, 'Breaking the Glass Ceiling' and other outreach efforts from the Dean's Council on Diversity have shown promising minimal growth; it is unclear, however, what advancement opportunities are in place for minority and female employees in senior administrative roles. ***RESPONSE: A new program for mid-career faculty mentoring is being launched.***

Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals

- ❖ Incorporating diversity in the College's core values is praiseworthy; they capture central components of "Individual Dignity" and "Diversity."
- ❖ The process of greater interaction and collaboration with sites that offer prospects for generating diverse applicant candidates is noteworthy. ***RESPONSE: Pipeline programs are an essential part of connecting minority students, particularly URM students, with the campus.***
- ❖ The commitment to the Dean's Council on Diversity, Junior Faculty Development, and the Office of Diversity, Inclusion, and Employment Equity is exemplary.
- ❖ Potential Best Practice: The position of Associate Dean for Diversity (also noted under Challenge 1). ***RESPONSE: This position has the potential to be the focal point of diversity efforts on the Penn State Hershey campus and to coordinate those efforts in order to achieve significant gains.***