

**The George Washington University
School of Medicine and Health Sciences
Diversity and Inclusion Strategic Plan
2018-2023**

Executive Summary

The George Washington University School of Medicine and Health Sciences (SMHS), in partnership with the University and the Vice Provost for Diversity and Inclusion, will engage in on-going, systematic, and focused recruitment and retention activities to achieve mission-appropriate diversity outcomes among its students, faculty, and senior administrative staff. In order to promote a positive institutional culture and climate, and create a community of excellence where all are welcomed, our three strategic initiatives are:

1. **Increase recruitment** of underrepresented students, faculty, and senior administrative staff at SMHS.
2. **Improve retention** of underrepresented students, faculty, and senior administrative staff at SMHS.
3. **Enhance** the SMHS climate of inclusion.

GW SMHS envisions a community distinguished by the depth of its diversity and the value placed on it. GW SMHS identified four target groups that have been traditionally underrepresented: Black/African-American, Hispanic/Latino, the economically disadvantaged, and first-generation students. Increasing underrepresented student recruitment, improving retention, and promoting a culture of inclusion are integral to the GW SMHS vision.

As we strive for preeminence, each strategic initiative and its related goals and activities must be woven through all work and learning conducted at GW. Please feel free to reach out to the SMHS Office of Diversity & Inclusion as a resource as you establish your activities for each strategic initiative.

Introduction

The George Washington University School of Medicine and Health Sciences is among the oldest schools of medicine in the United States, established in 1824, and the first in the nation's capital. In 1884 the school enrolled its first female student, distinguishing itself for decades as one of the only medical schools in the nation to admit women. Since that time, women have made up a significant number of the matriculates, comprising nearly 50 percent of each incoming class for more than 20 years. This groundbreaking work paved the way for the acceptance of students from different cultural and ethnic backgrounds, sexual orientations, socioeconomic backgrounds, and those with a variety of previous life experiences.

SMHS views diversity as crucial to its pursuit of excellence in learning, research, and service, consistent with the University statement on diversity and inclusion. In 2013, Jeffrey S. Akman, M.D., Vice President for Health Affairs and Dean, convened a Diversity and Inclusion Task Force to develop a comprehensive, strategic approach for the School of Medicine and Health Science. The task force developed a list of recommendations that align with the School of Medicine and Health Sciences vision and mission:

The George Washington University School of Medicine and Health Sciences is dedicated to improving the health of our local, national, and global communities by:

- **Educating** a *diverse* workforce of tomorrow's leaders in medicine, science, and health sciences.
- **Healing** through innovative and compassionate care.
- **Advancing** biomedical, translational and health services delivery research with an emphasis on multidisciplinary collaboration.
- **Promoting** a culture of excellence through *inclusion*, service, and advocacy.

As a globally recognized academic medical center, GW embraces the challenge of eliminating health disparities and transforming health care to enrich and improve the lives of those we serve.

The term diversity is used to describe individual differences (e.g., life experiences, learning and working styles, personality types) and group/social differences (e.g., race; socio-economic status; class; gender; sexual orientation; country of origin; ability; intellectual traditions and perspectives; cultural, political, religious, and other affiliations) that can be engaged to achieve excellence and innovation in teaching, learning, research, scholarship, and administrative and support services. The SMHS diversity initiatives target four populations that have been traditionally underrepresented: Black/African-Americans, Hispanic/Latinos, the economically disadvantaged, and first-generation students.

Five years after the creation of the Diversity and Inclusion Task Force, SMHS endeavors to raise our diversity initiatives to a level of national preeminence. The Diversity and Inclusion Strategic Plan is a blueprint of goals and activities for 2018-2023 that will be woven throughout all work and learning conducted at GW SMHS.

Strategic Initiative 1

Increase recruitment of underrepresented students, faculty, and senior administrative staff at SMHS.

Goals and Activities	Leader or Collaborative Partner	Timeline	Metric
<i>SMHS Students</i>			
<p>1. Maintain the admission of a critical mass of underrepresented in medicine (URM) (GW identified target groups) students to the SMHS MD Program</p> <ul style="list-style-type: none"> • Enhance the visibility of GW among prospective URM students <ul style="list-style-type: none"> ▪ Maintain a presence at local and national recruiting events • Reduce the consequences of unconscious bias during the admissions process <ul style="list-style-type: none"> ▪ Conduct bias training with selection committee 	MD Program Admissions	<p>On-going with annual review (April)</p> <p>Annual (August)</p>	URM admissions rate (goal: maintain above national rate)
<p>2. Maintain the conversion rate of URM students to the SMHS MD Program</p> <ul style="list-style-type: none"> • Reduce economic barriers to matriculation by increasing scholarship funding and other resources <ul style="list-style-type: none"> ▪ Track and report the number and dollar amounts of scholarship by demographic groups ▪ Track and report monetary contributions earmarked to advance and support diversity & inclusion efforts ▪ Identify philanthropic opportunities • Enhance the connection between accepted students and GW SMHS <ul style="list-style-type: none"> ▪ Recruit accepted students using a high-touch model 	<p>Financial Aid Office</p> <p>Development Office</p>	On-going	URM matriculation rate (goal: maintain above national rate)

<p>5. Support the pipeline for underrepresented youth interested in healthcare professions</p> <ul style="list-style-type: none"> • Create and coordinate or support mentoring programs for local public high school students <ul style="list-style-type: none"> ▪ Offer DC Health and Academic Preparation Program (DC HAPP) ▪ Offer Upward Bound ▪ Offer GW Health Sciences Academy • Support the pipeline for students interested in research <ul style="list-style-type: none"> ▪ GW Summer Program Advancing Research on Cancer (GW-SPARC) ▪ Mentored Experience to Expand Opportunities in Research (METEOR) 	<p>GW Health Workforce Institute</p> <p>Health Sciences</p> <p>Office of Research</p>	<p>On-going</p>	<p>6-year bachelor's graduation rate Graduate program enrollment and completion</p> <p>Completion of MD Program Publication of scholarly work (goal: 1 per student)</p>
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Strategic Initiative 1 (continued)

Increase recruitment of underrepresented students, faculty, and senior administrative staff at SMHS.

Goals and Activities	Leader or Collaborative Partner	Timeline	Metric
<i>Faculty & Senior Leadership</i>			
<p>6. Increase opportunities to recruit underrepresented faculty</p> <ul style="list-style-type: none"> • Assess barriers and opportunities to recruiting <ul style="list-style-type: none"> ▪ Track and report SMHS and national faculty diversity data • Respond to barriers and create opportunities for recruiting <ul style="list-style-type: none"> ▪ Conduct unconscious bias training with each search committee ▪ Broaden marketing efforts to attract the widest range of qualified candidates • Include diversity plan as part of department chairperson's annual review 	<p>Office of Faculty Affairs</p> <p>Human Resources</p>	<p>On-going with annual review (August)</p> <p>Fall 2019</p>	<p>Percentage of search committees trained (goal: 100%)</p> <p>Percentage of depts. with diversity plans (goal: 100%)</p>
<p>7. Support the pipeline for underrepresented faculty</p> <ul style="list-style-type: none"> • Encourage the interest of MD, PA, and PT students with an interest in health equity, diversity, and inclusion in GW <ul style="list-style-type: none"> ▪ MD: Offer GW Visiting Clerkship Program by the Office of Diversity and Inclusion (VCP-ODI) ▪ Health Sciences: • Provide professional development opportunities for future faculty <ul style="list-style-type: none"> ▪ MD: Host Building the Next Generation of Academic Physicians (BNGAP) ▪ Health Sciences: 	<p>Office of Graduate Medical Education</p> <p>Dept. of Medicine</p>	<p>On-going</p> <p>Fall 2018</p>	<p>Number of depts. participating (goal: 5)</p> <p>Number of attendees</p>

Strategic Initiative 2

Improve retention of underrepresented students, faculty, and senior administrative staff at SMHS.

Goals and Activities	Leader or Collaborative Partner	Timeline	Metric
<p>1. Prepare women and underrepresented faculty for promotion process</p> <ul style="list-style-type: none"> • Identify women and underrepresented faculty for development activities • Sponsor participation in extramural faculty development programs 	Center for Faculty Excellence	On-going	Number of faculty (goal: 4-5 per year)
<p>2. Develop underrepresented student leaders</p> <ul style="list-style-type: none"> • Offer programs to increase student success and engagement with GW SMHS <ul style="list-style-type: none"> ▪ MD: Pre-Matriculation Program (PMP) ▪ MD: Mentored Experience to Expand Opportunities in Research (METEOR) ▪ Health Sciences: • Sponsor student extramural professional development opportunities 	MD Program Admissions Office of Research	On-going	<p>Number of students (goal: 15 per year)</p> <p>Number of students (goal: 3-5 students per year)</p> <p>Number of students (goal: 2-3 students per year)</p>

<p>3. Create opportunities for underrepresented community members to build affinity with GW</p> <ul style="list-style-type: none"> • Offer socialization opportunities between affinity groups <ul style="list-style-type: none"> ▪ Offer an event for SMHS POC community members • Offer opportunities for mentorship between students, faculty, and staff <ul style="list-style-type: none"> ▪ Faculty Diversity Champions • Offer educational opportunities about and for particular communities in collaboration with affinity groups 	Affinity groups	On-going Annually (Fall)	Number of events (goal: 3 per year) Number of participants
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Strategic Initiative 3

Enhance the SMHS climate of inclusion.

Goals and Activities	Leader or Collaborative Partner	Timeline	Metric
<p>1. Enhance structural equity by ensuring fairness of institutional policies and processes</p> <ul style="list-style-type: none"> • Review fairness of institutional processes <ul style="list-style-type: none"> ▪ Consider salary equity review ▪ Review policies to identify new leadership positions • Mitigate biases during hiring processes <ul style="list-style-type: none"> ▪ Lead unconscious bias trainings 	<p>Senior Associate Deans Office of Faculty Affairs Office of Human Resources</p>	<p>On-going On-going every 2 years</p>	<p>Number of chairs trained (goal: 100%)</p>
<p>2. Encourage accountability and transparency related to diversity and inclusion among SMHS leaders</p> <ul style="list-style-type: none"> • Assess and communicate current status of diversity at SMHS <ul style="list-style-type: none"> ▪ Present compositional diversity to SMHS leadership • Include diversity plan as part of department chairperson's annual review 	<p>Senior Associate Deans Office of Faculty Affairs Clinical and Basic Sciences Dept. Chairs</p>	<p>On-going Annual Summer 2018 Fall 2019</p>	<p>Percentage of depts. with diversity plans (goal: 100%)</p>

<p>5. Establish the GW School of Medicine and Health Sciences as a pre-eminent leader in the field of diversity and inclusion</p> <ul style="list-style-type: none"> • Collaborate and serve in leadership role within diversity & inclusion community <ul style="list-style-type: none"> ▪ Establish Advisory Council ▪ Work with other GW Diversity & Inclusion officers ▪ Maintain presence on University committees ▪ Meet with local medical school offices of diversity and inclusion • Engage in scholarship <ul style="list-style-type: none"> ▪ Publish an article or present on program and findings at local/national meeting 	<p>Office of Diversity, Equity, and Community Engagement</p>	<p>On-going</p> <p>Fall 2018</p>	<p>Frequency (goal: 1 per year)</p>
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