

## IS-16

**Finding: The medical school has not explicitly defined its goals for diversity and has not engaged in systematic efforts to develop programs aimed at broadening diversity among medical school applicants or recruiting faculty members and students from demographically diverse backgrounds.**

The Joan C. Edwards School of Medicine's (JCESOM) response to the IS 16 citation fell into two general priorities. The first priority was to understand and define our institutional goals for diversity. This process was enabled by the formation of a multicultural advisory council (MAC) to advise the Dean on these matters. After considerable deliberation, the School of Medicine Mission Statement (Appendix2), the Strategic Plan (Appendix3) and the Admission Policies (Appendix 4) were revised to define and codify our intent with regard to diversity. These recommendations were approved by the appropriate committees and circulated to faculty.

The second priority was to create an infrastructure to put the defined goals of the strategic plan into action. To promote this activity, an Office of Diversity was created in the School of Medicine and a Director of Diversity was hired. This person, Shelvy Campbell, PhD, reports directly to the Dean and serves to facilitate and monitor the program, and the progress of the school's efforts toward diversity.

The Director of Diversity will work with the Associate Dean of Admissions and the Associate Dean for Student Affairs to expedite initiatives related to the recruitment and retention of medical students. These programs will include pipeline programs, such as Project PREMEDI(Providing Real world Experiences for future Marshall Educated Doctors), and an agreement with the Southern Regional Education Board (SREB) that will increase the number of qualified under-represented minorities in medicine that apply and matriculate to JCESOM.

The Director of Diversity will work with the Human Resources Department at Marshall University and the Associate Dean for Faculty Affairs at JCESOM to facilitate programs of recruitment and retention of faculty members from diverse backgrounds. Programs already in place include WIMS (Women in Medicine) and the mentor matching initiative.

In order to monitor the progress of these initiatives, the following benchmarks will be utilized at yearly intervals: change in the percentage of underrepresented minority in medicine faculty, students and staff; the relationship between recruitment and retention and the personal and professional growth of students, faculty and staff.

**ACTION GRID**

STANDARD: IS-16

TASKS (Steps to be taken that will lead to the desired outcome)	INDIVIDUALS/ GROUPS RESPONSIBLE	INDICATORS THAT THE TASK HAS BEEN ACCOMPLISHED	EXPECTED DATE OF ACCOMPLISHMENT OF THE TASK	DESIRED OUTCOME THAT ILLUSTRATES COMPLIANCE WITH THE STANDARD
Revisit the JCESOM, Mission	Strategic Vision committee, Interim Dean	JCESOM Mission Statement redefined	Approved by Strategic Vision Committee and Dean October 2011	Define added value group
Revisit the JCESOM, Strategic vision	Strategic Vision committee, Interim Dean	JCESOM Strategic Vision Redefined	Approved by Strategic Vision Committee and Dean May 2012	Institutions' commitment to Diversity
To foster a campus wide environment of diversity and inclusion	Associate Dean, Office of Faculty Affairs	Establishment of Multicultural Advisory Council	October 2011 Quarterly council meeting schedule	Institutions' commitment to Diversity
Director of Diversity	Interim Dean, School of Medicine	Director of Diversity Search committee	Director of Diversity Hired March 1, 2012	Participate in Diversity Program and policy
Diversity Survey Audit / Assessment	Associate Dean Office Of Faculty Affairs	Diversity Engagement Survey developed in partnership with UMASS and AAMC	January 2012	Benchmark data on measuring and assessing inclusion in JCESOM
Gather, evaluate and analyze demographic data on students matriculating 2007-2010	Office of Admissions	Database has been created and analyzed for trends and patterns	Spring 2012	Review data annually and identify diversity recruiting strategies
Evaluate, revise and approve admission policies and procedures	Office of Admissions	Admission policy will be revised and approved to note the appropriate changes	Admission policy approved by Admission Committee March 2012	Medical school policies conform to vision and mission of institution

JCESOM-LCME STATUS REPORT  
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Define the medical school's targeted recruitment population	Office of Admissions	Definitions completed for targeted population	Ongoing	Targeted recruitment plans for defined populations that add value and enhance the learning environment
Continue efforts in existing high school awareness and pipeline programs	Office of Admissions, Marshall University main campus	Pre-and post-surveys of high school students. Resources allocated for this program: \$25,000	August 2011-2014	Increased awareness, interest, understanding and minimized perceived barriers for a diverse student population
Evaluate feasibility of creating an intensive undergraduate academic program targeted at a diverse student population	Office of Admissions, Marshall University main campus	Development of a successful, intensive academic program. Resources allocated for this program \$30,000	Fall 2012/Spring 2013	A successful, intensive academic program that enhances students successful matriculation into medical school
Collaborate with the Southern Regional Education Board (SREB)	Office of Admissions	Contract in place with SREB that provides opportunity for underrepresented minorities in medicine to submit application to JCESOM	Spring/Summer 2013 to 2014	Increase number of qualified underrepresented minorities in medicine that apply and matriculate to JCESOM's medical school
Annual diversity training to the admissions committee	Office of Admissions, Director of Diversity	Documented participation of annual training by admissions committee members	October 2012 and annually prior to the beginning of the admissions interviewing cycle	An informed admissions committee that will incorporate a holistic approach to the selection process which will lead to an infusion of students from a variety of cultural and ethnic backgrounds

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Create a new pipeline program	Associate Dean of Student Affairs and Director of Diversity	Project PRE MED (Providing Real World Experiences for Marshall Educated Doctors) created. Mechanisms in place to measure visiting student satisfaction and extent of the visiting student-medical student relationship	First Project PREMED class took place October 13-15, 2011 with 7 minority students from five undergraduate institutions. Discussion of future directions regarding the frequency of sessions and the number of students accepted is underway	Satisfaction with program as evaluated by visiting PREMED students. Results of evaluation indicate that 86% of the first PREMED class found the program to be "Excellent" and the remaining 14% found it to be "Very Good."
Participate in recruitment fairs for minority students	Associate Dean of Admissions and Director of Diversity	Participation in 2011 AAMC National Meeting: Minority Student Medical Career Awareness Workshop and Minority Student Medical Career Awareness Recruitment Fair  Participation in 2011 Annual Biomedical Research Conference for Minority Students Recruitment Fair	November 2011  Anticipate participation at AAMC annually	Ability to develop a database of minority students with whom to remain in contact

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Establish database of all recruitment contacts email contact with all students who expressed interest at recruitment meetings	Associate Dean of Admissions and Director of Diversity	Emails sent to all 46 students	December 2012 for November 2012 meetings	46 contact information cards collected at two recruitment meetings  Email contact with all students who expressed interest at recruitment meetings  Increased number of applications from minority students  Increased number of applications from minority students
Measure undergraduate student awareness of JCESOM at recruitment meetings	Associate Dean of Admissions and Director of Diversity	Data is obtained from recruitment meetings based on information cards completed by students visiting JCESOM booth and answering, "Prior to this session, were you aware of Marshall University School of Medicine as a possible institution at which to pursue medicine?"	November 2011: Of 42 students who responded to the question on the contact card ("Prior to this session, were you aware of Marshall University SOM as a possible institution at which to pursue your medical education?"), only 13 students (31%) responded in the affirmative	Ten percent increase at in number of students who you aware of JCESOM as a possible institution at which to pursue medical education

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Establish methods by which to increase visibility of JCESOM to potential applicants	Associate Dean of Admissions and Director of Diversity	Purchase advertising space in The Journal of Minority Medical Students 2012 Keynote publication which is distributed to 131 medical schools & 18 Osteopathic schools as well as The National Association of Latino Medical Students, The Association of American Indian Physicians, and the National Association of Advisors of Health Professions.	Advertorial to appear in 2012 Edition of the JMMS Keynote Edition	Increased awareness of JCESOM and Increased number of applications from minority students
<b>Recruitment</b> To increase the numbers of women and other underrepresented groups receiving academic faculty appointments	Office of Faculty Affairs / Director of Diversity	Strengthen Search Committee process;  Increase representation at national meetings of the NMA and NHMA	Ongoing Review effectiveness of the programs annually	Measured by an increase average 0.5 percent per year over 2011 baseline numbers for all faculty; continue this goal on an annual basis through 2013-14

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<p><b>Retention</b> To strengthen existing programs</p> <ul style="list-style-type: none"> <li>• Women in Medicine and Science (WIMS)</li> <li>• Keeping in Touch Sessions (KITS)</li> </ul> <p>Mentoring program</p>	<p>Office of Faculty Affairs &amp; Professional Development</p>	<p>WIMS executive council</p> <ul style="list-style-type: none"> <li>• Establishment of Annual Leadership Forum</li> <li>• Mentor Matching Initiative</li> </ul>	<p>April, 2012</p> <p>Ongoing</p> <p>Review effectiveness of the programs annually</p> <p>August , 2012</p>	<p>Measured by decrease in turnover rate average 0.5 percent per year over 2011 baseline numbers for all faculty; continue this goal on an annual basis through 2013-14</p> <p>Measured by increased productivity in grants awards, leadership opportunities and work environment satisfaction rate</p>
<p><b>Faculty Development</b> To enhances further understanding of the multicultural nature of our campus community</p>	<p>Office of Faculty Affairs &amp; Professional Development</p>	<p>Offer Diversity Educational program; workshops, presentations and other educational activities</p> <p>Discover &amp; Dialogue Series</p>	<p>Ongoing</p> <p>Review effectiveness of the programs annually</p>	<p>Improved levels of comfort when working with culturally diverse patient populations.</p> <p>Measured by annual survey</p>