

# OHSU Diversity Action Plan 2013: Creating a Community of Diversity and Inclusion





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# PREFACE

**The 2013 Diversity Action Plan reaffirms OHSU's institutional mission and commitment to supporting and sustaining a diverse and inclusive learning, living and working environment.**

This plan presents a framework for implementing the university's goals and strategies to address diversity and inclusion. It is shaped by OHSU's Vision 2020 Strategic Plan and its core value: improving the well-being of people in Oregon and beyond. As part of its multifaceted public mission, OHSU continually strives for excellence in education, research, clinical practice, scholarship and community service. Through its dynamic interdisciplinary environment, OHSU inspires the spirit of inquiry, initiative and cooperation among employees, students, volunteers and other members of the OHSU community to advance diversity and inclusion. The diversity strategic goals outlined in this plan are aligned with the university's goals as articulated in the 2007-2011 University Strategic Plan, Vision 2020.

## **OHSU MISSION STATEMENT, 2005**

Oregon Health & Science University is the state's only comprehensive public academic health center. Its fundamental purpose is to improve the health and well-being of people in Oregon and beyond. As part of its multifaceted public mission, OHSU strives for excellence in education, research and scholarship, clinical practice and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative and cooperation among all students, faculty and staff.

## **OHSU VISION 2020 STRATEGIC PLAN GOAL 1: *Be a great organization, diverse in people and ideas***

OHSU is dedicated to improving the health and quality of life for all Oregonians through excellence, innovation and leadership in healthcare, education, research and community outreach. We recognize that diversity of people and ideas are essential to succeed and thrive.

## **DIVERSITY ACTION PLAN VISION**

OHSU will successfully use the abilities of all OHSU community members to increase innovation, productivity, satisfaction, communication, inclusion and coordination in delivering effective organizational strategies for diversity and inclusion.

## President's Message

*"Diversity is vitally important to OHSU's evolution as a world-class health and science university. Being a diverse institution creates an intellectually vibrant climate where a variety of ideas and perspectives work together to foster innovation.*

*Diversity is key to maintaining a competitive workforce advantage. Integrating diversity within all areas of the university and all parts of our mission is critical to OHSU's strategic goal of being a great organization, diverse in people and ideas."*

Joe Robertson, M.D., M.B.A.  
OHSU President

### DIVERSITY ADVISORY COUNCIL EXECUTIVE COMMITTEE

Joe Robertson, M.D., M.B.A.,  
OHSU President

Norwood Knight-Richardson, M.D.,  
M.A., M.B.A., Senior Vice President,  
Chief Administrative Officer &  
Chief Diversity Officer

### Diversity Advisory Council Co-Chairs

Leslie Garcia, M.P.A.,  
Assistant Chief Diversity Officer,  
Director of Center for Diversity  
& Inclusion

Michael Tom, J.D.,  
Director of Affirmative Action  
& Equal Opportunity

*(See Appendix for full Diversity Advisory  
Council membership list)*



# DIVERSE IN PEOPLE AND IDEAS

## Embracing the power of difference

**As Oregon's only academic health center, OHSU strives to embrace and advance diversity and inclusion.** Doing so with a clear plan will allow us to succeed in our mission of healing, teaching, research and community service to improve the health and well-being of people in Oregon and beyond.

"Be a great organization, diverse in people and ideas" is the first goal in our strategic plan, Vision 2020, and it is an integral part of OHSU's culture of excellence. Embracing difference and supporting diversity gives us the ability to be better at what we do and to demonstrate integrity, compassion and leadership in healing, teaching, research and community service. Creating an inclusive and welcoming environment allows us to reflect and support the diverse communities we serve. A diverse workforce and student body helps us attract and retain top talent, foster innovation and creativity, flourish in a competitive market, maximize the return on our investment in people and ensure our flexibility to thrive.

Creating a community of diversity and inclusion does not just happen, and it cannot be achieved by a single department or council. It is a transformation that occurs only when each of us embraces diversity and leads by example. Every OHSU community member has the power to transform our culture by actively working toward the goals identified in this plan. It provides vision and direction and sets out OHSU's institutional goals and priorities for diversity and inclusion while aligning with OHSU's business and mission goals.

Working together, we can realize the power of difference.



# FOUNDATIONS OF THE DIVERSITY ACTION PLAN

**The Diversity Action Plan builds upon the foundation created by the Diversity Advisory Council.** Recognizing the value diversity brings to the campus, President Joe Robertson initiated creation of OHSU's Diversity Advisory Council, empowering it to develop a plan to support and enhance diversity and inclusion at OHSU. The council includes representatives from each of the university's mission areas and OHSU students, staff and faculty. It advises the president and the Executive Leadership Team to enhance diversity, inclusion and equal opportunity for all aspects of the university's mission and supports diversity initiatives across the university.

The council created the Diversity Strategic Plan and began implementation in 2010. Since then, OHSU has made significant progress toward advancing diversity and inclusion.

## *From 2010 to 2012, highlights of our diversity achievements included:*

- Created Diversity Advisory Council
- Appointed OHSU's first chief diversity officer
- Adopted new institutional policies for diversity definition and business case for diversity
- Adopted additional revised policies to support diversity and inclusion
- Installed Diversity Wall in Kohler Pavilion
- Increased budget for the Center for Diversity & Inclusion to implement diversity initiatives
- Expanded student pipeline program to provide opportunities in and exposure to health and sciences
- Increased budget to recruit and retain diverse students and faculty
- Expanded cultural competency programming and community outreach
- Established policy for creating and funding Employee Resource Groups
- Created communication tools and materials for OHSU stakeholders
- Created diversity resource guides and tools
- Completed a diversity climate survey of students and employees
- Increased Diversity Advisory Council membership across all missions
- Implemented disability awareness training, available to units university-wide
- Achieved status as a Leader in LGBT Healthcare Equality and earned the Health Equity Index Award for providing equitable and inclusive care to LGBT patients
- Improved physical accessibility on the OHSU campus in collaboration with the Physical Access Committee. Improvements include main hospital entrance ramp, Sam Jackson round-about, numerous door actuators along accessible pathways and developing an accessible route, ramp and entrance to the OHSU Institute on Development & Disability

Beyond these selected highlights, many individual departments and units have contributed to OHSU's progress toward diversity. We support and applaud their ongoing achievements.

# DIVERSITY CLIMATE SURVEY

**Student and employee climate surveys, completed in 2010, provided critical insight into the experiences and perceptions regarding diversity and inclusion, helping to identify any gaps between expectations and performance.** The surveys were designed to identify OHSU priorities for diversity, provide a baseline for measuring progress and help shape the Diversity Action Plan 2013.

## BACKGROUND

The first priority in the 2010 Diversity Strategic Plan was to “assess and enhance OHSU’s climate to support and advance diversity and inclusion.” When the plan was created, OHSU had not conducted or reported any comprehensive institution-wide climate assessments. While some reports and studies had addressed diversity and representation in specific settings or for specific groups, no data existed to provide a comprehensive understanding of the climate within the schools and programs or the university as a whole.

The Diversity Advisory Council identified the following objectives for a university-wide climate assessment:

- To allow members of the campus community to engage in a conversation about the meaningfulness of the principle of diversity and OHSU’s commitment to it
- To gather, centralize and make uniform the collection of baseline data relevant to assessing future university progress toward improving the climate for diversity and inclusion
- To expose the university to a larger, more integrated framework for thinking about climate by describing the interaction between research, teaching, learning, healthcare, funding and representation
- To document ideas offered by the OHSU community to support segments of our community requiring both greater recognition and more consistent resources

We began with the assumption that campus climate is informed by and reflected in five primary dimensions at OHSU:

- Structural diversity – reflected in the enrollment patterns of diverse students
- Social, historical and political context – utilizes the perspective that issues include “lack of diversity in health care’s leadership and workforce, systems of care that are poorly designed to meet needs of diverse populations, and poor communication between providers and patients of different racial, ethnic or cultural backgrounds.”<sup>1</sup>
- Institutional action
- Core activities of research, teaching, healthcare and community service
- Intergroup interactions

The Diversity Advisory Council determined that the climate assessment would gather data and commentary about institutional action, OHSU core activities and intergroup interactions from OHSU faculty, staff and students across all disciplines. Structural diversity and social, historical and political context would not be an explicit focus of the survey.

OHSU hired Gardenswartz & Rowe, a Los Angeles consulting firm, to conduct a university-wide assessment of student and employee perceptions about OHSU’s diversity climate.

## DATA COLLECTION

- In 2010, Gardenswartz & Rowe conducted the assessment through an online survey and focus group interviews for both employees and students. Students were surveyed May 1-21 and the employees were surveyed June 1-July 29.
- The employee survey consisted of 35 agree/disagree items eliciting opinions about personal, supervisory and organizational diversity effectiveness and inter-group interactions at OHSU. Respondents used a five-point Likert scale (1=Disagree and 5= Agree) to rate their perceptions.

- The student survey consisted of 31 items related to perceptions of being respected by faculty, other students, administrators and staff, faculty attention to and sensitivity about diversity issues, racial bias in learning settings, and fair application of policies and rules. Respondents used a five-point Likert scale (1=Disagree and 5= Agree) to rate their perceptions.
- Of 13,292 employees who received an email invitation to participate, 5,414 (41%) responded. Of 2,583 OHSU students affiliated within campus sites throughout the state, 1,004 (40%) responded. All OHSU employees and students were invited to participate in a confidential and private process.

## KEY FINDINGS

Combined, the online surveys and focus groups revealed the following:

- Both employee and student respondents with disabilities, those from underrepresented minorities and individuals who identified as lesbian, bi-sexual, gay or transgender (LGBT), were least likely to be satisfied with their experiences at OHSU.
- More than half the respondents suggested that the OHSU climate does not foster diversity.
- Female students and employees reported a more positive diversity climate overall.
- Underrepresented minority student and employee respondents reported a less positive diversity climate overall.
- Respondents with disabilities rated the diversity climate much lower than those without disabilities.
- Many respondents believed that organizational diversity strategies were limited and not adequately funded, especially faculty and student recruitment and support.
- Most respondents wanted OHSU to make a stronger institutional commitment, address a wide range of specific tasks, and assign responsibility for improving OHSU's climate for the future.
- Most respondents offered opinions and recommendations for improving diversity and inclusion in the student body and workforce.

## RESPONSE TO FINDINGS

In response to the survey results, the OHSU Board of Directors and President Robertson appointed OHSU's first chief diversity officer, Dr. Norwood Knight-Richardson. They also allocated budget for the OHSU Center for Diversity & Inclusion to address key areas for improvement and address priorities and suggestions of the OHSU Community. In addition, the Diversity Advisory Council used the survey results to inform the goals and strategies presented in the Diversity Action Plan.



<sup>1</sup> Joseph R. Betancourt, Alexander R. Green and J. Emilio Carrillo (2002 October). *Cultural Competence in Health Care: Emerging Frameworks and Practical Approaches*. New York: Commonwealth Fund.



# PLAN DEVELOPMENT

From November 2011 to September 2012, a Diversity Advisory Council subcommittee developed the Diversity Action Plan under the direction of Senior Vice President, Chief Administrative Officer and Chief Diversity Officer Norwood Knight-Richardson, M.D., M.A., M.B.A. The goal of the resulting plan is to improve access, advancement, retention, professional opportunities and the campus climate for all OHSU community members while aligning with business objectives.

Beginning with the 2010 Diversity Strategic Plan, opportunities to enhance diversity within OHSU's existing programs, policies, procedures and institutional norms were identified. The opportunities were then ranked according to urgency, feasibility of improvement and alignment with OHSU's Vision 2020 Strategic Plan. Based on the rankings and the climate survey results, five goals were identified as the highest priorities to address diversity among students, residents, fellows, faculty and the workforce throughout OHSU during the next five years:

*Goal 1: Increase Recruitment*

*Goal 2: Strengthen Retention*

*Goal 3: Improve the Climate of Inclusion*

*Goal 4: Build Community Partnerships*

*Goal 5: Benchmark for Excellence*

For each of the first four goals, the plan outlines specific strategies, identifying those responsible and what metrics will be used to measure progress.

Goal 5 measures OHSU's diversity and inclusion progress against three separate benchmarks: itself, similar academic healthcare institutions and Global Diversity and Inclusion Benchmarks.

The Diversity Action Plan is intended as a roadmap to guide the efforts of all OHSU community members and campus units. Individual units and departments are invited to enhance the goals, strategies and metrics to achieve the objectives within their groups.

The plan calls on all community members to contribute toward reaching the Diversity Action Plan goals and building an institution that leads in diversity and inclusion.

# INSTITUTIONAL COMMITMENT & LEADERSHIP

**To create a successful community of diversity and inclusion, the OHSU Executive Leadership Team must fully endorse and embrace the Diversity Action Plan.** Each leadership team member must ensure the plan is carried out by each person in their mission area and in every business activity and strategy within OHSU. Integrating diversity and inclusion and achieving cultural transformation throughout the university requires broad-based commitment, sustainable and enduring support, and human and fiscal resources.

The chief diversity officer and his team will provide leadership, resources and consultation to all mission areas and units, empowering them to develop and implement mission/unit action plans. Diversity and inclusion will become a permanent part of the OHSU culture only when certain conditions exist, including the following:

- OHSU must continue to make a significant financial commitment and investment in individuals and programs, most notably in the areas of recruitment and development of students, faculty, staff, residents, fellows and other members of OHSU to meet our mission.
- All OHSU community members must understand issues of diversity and inclusion are a shared responsibility. The goal of enhancing diversity must be achieved within all units and mission areas.
- Diversity is a result of coordinated and sustained efforts by all members of the campus community. It requires innovative leaders who are willing to undertake challenges and implement innovative strategies to build and sustain diversity and inclusion throughout OHSU.
- All OHSU members must value all people, ideas and thoughts, embracing the power of difference in significant and meaningful ways that align with business objectives and throughout the campus community.
- OHSU must continue to develop methods to ensure leaders are accountable for implementing diversity initiatives and programs identified in the Diversity Action Plan.
- OHSU must implement effective, integrated and sustained continued communication and engagement strategies to support and advance diversity initiatives.
- Resources and tools are continuously available to make diversity and inclusion an integral part of all processes and initiatives in all missions and units.





# OHSU DIVERSITY GUIDING PRINCIPLES & VALUES

**Diversity and inclusion are central to OHSU's core values.** The following principles and values align with OHSU's strategic vision and serve as a call to action for every member of the OHSU community.

- Diversity encompasses acceptance and respect. Every individual is unique, and we recognize individual differences complement our workforce and student enrollment in a positive way.
- Giving and receiving respect is the foundation of healthy work and learning environments.
- Inappropriate or negative comments and actions about the ability, skills or attributes of others violate OHSU's Code of Conduct.
- OHSU aspires to provide a healthy environment that cultivates unity, productivity, understanding and collaboration. All staff, students, faculty, volunteers, community partners and patients must be treated with respect.
- OHSU community members should strive for the highest degree of excellence, serve as good role models, be accountable, empower and develop others and set a standard of being fair, transparent and consistent with OHSU policies and practices.
- Leadership and management are expected to embrace diversity and create an environment of inclusion and equal access and opportunity.

## **DIVERSITY AT OHSU** *OHSU Policy No. 03-05-030*

Diversity at OHSU means creating a community of inclusion. We honor, respect, embrace and value the unique contributions and perspectives of all employees, patients, students, volunteers and our local and global communities. Diversity includes age, culture, disability, ethnicity, gender, national origin, color, race, religion, sexual orientation, diversity of thought, ideas and more. Diversity maximizes our true potential for creativity, innovation, quality patient care, educational excellence and outstanding service.

## **DIVERSITY BUSINESS CASE** *OHSU Policy No. 03-05-030*

Diversity is essential to realize our multifaceted mission and to set the example for integrity, compassion and leadership in health care, education, research and community service.

Diversity is fundamental to OHSU's ability to attract and retain top talent, achieve innovation and creativity, flourish in a competitive market, maximize the return on our investment in people, and ensure flexibility to thrive.

# OHSU DIVERSITY ACTION PLAN

## Mapping the Future of Diversity & Inclusion at OHSU

The Diversity Action Plan is created to help OHSU develop strategic, targeted, institutionally integrated approaches to advancing diversity and inclusion throughout the OHSU community and beyond. OHSU is making progress toward achieving the plan's five priority diversity goals.

We also aspire to increase diversity representation of historically underrepresented minorities and populations in student enrollment, faculty and staff. Furthermore, OHSU is expanding utilization of minority-owned, women-owned and emerging small businesses. The Diversity Action Plan represents OHSU's commitment to work toward achieving each identified goal and invest resources and staff support.

### STRUCTURE

The plan includes a general description of each goal, followed by a series of strategies. Each strategy is supported by a series of objectives that will enable OHSU to achieve the goal, followed by performance metrics to monitor and report progress. Responsible parties are identified for each strategy.

Timelines for achieving goals are not yet established because baselines must first be established as a foundation.

### METRICS

Both qualitative and quantitative metrics will be used. **Qualitative** metrics measure the presence of processes and actions that are intended to produce desired outcomes. They serve as leading indicators. For example, having a strategic plan is an indicator of the intent to make progress in diversity and inclusion. **Quantitative** metrics reflect actual outcomes and results; they serve as lagging indicators. For example, the ratio of offers made to offers accepted by students, faculty and employees is a quantitative metric.

### DEVELOPING MISSION/UNIT PLANS

Each mission/unit will use the Diversity Action Plan as a guide to develop its own diversity action plan, adapting the strategies to meet its specific needs. The chief diversity officer and his team, including the Center for Diversity & Inclusion and Affirmative Action & Equal Opportunity Department, will be available to help missions/units develop and implement diversity action plans and affirmative action plan templates, with review and approval from the responsible executive leader.

Diversity action plans and affirmative action plan templates are separate planning documents that may have some areas that overlap. Both will help ensure compliance with federally mandated affirmative action requirements and alignment with OHSU's strategic and business goals to advance diversity and inclusion.

### REPORTING

Each mission/unit will submit a diversity action plan and annual progress report to the responsible executive leader and the chief diversity officer. Plans and reports will be posted on appropriate websites and communicated throughout the university.

In addition, annual Affirmative Action Plan templates will be submitted to the president, chief diversity officer and director of Affirmative Action & Equal Opportunity by January 31st each year. All plans will be posted on the Affirmative Action & Equal Opportunity website, making them available to the OHSU community.

## Goal 1: Increase Recruitment

Increase recruitment and representation of diverse students, residents, fellows, faculty and the workforce throughout OHSU.

STRATEGY 1: Increase diversity among OHSU students at Schools and affiliates.		
Action	Metrics	Responsible
a. Analyze OHSU, local and national enrollment and graduation trends.	<ul style="list-style-type: none"> <li>Implement unified student profile to annually report the demographics of applicants, interviewees, accepted applicants and matriculates across the academic units and measure against OHSU Fact Book and selected institutional peers.</li> <li>Track and report ratios of offers to prospective students to acceptance by those students, calculated for relevant demographic groups.</li> <li>Track and report the ratio and number of matriculated students, calculated for relevant demographic groups.</li> </ul>	Provost, Vice President for Research, Deans, Academic & Student Affairs  <b>Consultation from:</b> Chief Diversity Officer, Director of Center for Diversity & Inclusion
b. Define priority population(s) and align with mission, vision and goals for diversity and inclusion.	<ul style="list-style-type: none"> <li>Evaluate institutional alignment with recruitment and admissions priorities and processes.</li> </ul>	
c. Assess, develop and enhance admissions policies and processes to target diversity and inclusion.	<ul style="list-style-type: none"> <li>Evaluate admissions policies, programs and processes to support and sustain diversity and inclusion.</li> </ul>	
d. Develop and implement enrollment management plan(s) focused to increase representation and inclusion of diverse and historically underrepresented minorities at the OHSU Schools of Medicine, Nursing and Dentistry, their programs and affiliates.	<ul style="list-style-type: none"> <li>Implement enrollment management plan(s).</li> <li>Compare diversity and inclusion recruitment efforts and trends with institutional goals, state legislation, accreditation and academic medical centers and peers, including institutions recognized for excellence in diversity.</li> </ul>	
e. Develop and maintain formal and informal partnerships with academic and professional associations nationwide for the purpose of identifying and recruiting high-quality, diverse candidates.	<ul style="list-style-type: none"> <li>Track and report partnerships and collaborations established and maintained by each school/program to support diverse student outreach and recruitment.</li> <li>Track and report presence at national and global diversity-focused recruitment events and activities.</li> <li>Track and report number of faculty and program directors actively engaged in partnerships with diversity-focused academic and professional associations.</li> </ul>	
f. Increase scholarship funding and other resources to support recruitment and retention of a diverse student body.	<ul style="list-style-type: none"> <li>Track and report the number and dollar amounts of scholarships by demographic groups.</li> <li>Track and report the monetary contributions to the diversity fund through the OHSU Foundation.</li> </ul>	
g. Enhance collaboration for increased pipeline opportunities for prospective applicants.	<ul style="list-style-type: none"> <li>Track and report school and community efforts and partnerships in K-20 pipeline initiatives for careers in health and sciences.</li> <li>Track and report number and demographics of student interns, volunteers and participants of programs at OHSU.</li> <li>Track and report the number of pipeline students that apply to and matriculate at OHSU.</li> </ul>	

**STRATEGY 2: Increase diversity among residents and fellows.**

Action	Metrics	Responsible
a. Analyze national graduation trends to guide strategic recruitment planning for OHSU house officers and fellows.	<ul style="list-style-type: none"> <li>• Implement OHSU unified profile to report the demographics of residents and fellows and measure against OHSU Fact Book and selected institutional peers.</li> <li>• Compare the numbers and demographics of applicants interviewed, matched and accepted with OHSU Fact Book.</li> <li>• Compare Graduate Medical Education (GME) match trends to national matching of diverse candidates.</li> <li>• Track and report the number of OHSU candidates who apply and match for residency or other post-graduate training, calculated for relevant demographic groups.</li> </ul>	Provost, Vice President for Research, Deans, Chairs, Executive Vice President of Hospital Administration, Graduate Medical Education (GME) Directors, Residency Program Directors, Program Administrators
b. Define priority population(s) and align with OHSU mission, vision and goals for diversity and inclusion.	<ul style="list-style-type: none"> <li>• Track and report demographics per residency program aligned with both institutional diversity and affirmative action placement goals.</li> <li>• Track and report ratios of offers made to prospective residents and fellows to acceptances by those residents and fellows, calculated for relevant demographic groups.</li> <li>• Evaluate institutional alignment of recruitment priorities and processes.</li> </ul>	
c. Develop and implement recruitment plan(s) to increase diversity across academic departments and residency programs.	<ul style="list-style-type: none"> <li>• Implement recruitment plan(s).</li> <li>• Track and report programs and activities aimed to increase outreach and recruitment of diverse and underrepresented minority populations.</li> </ul>	
d. Assess, develop and enhance selection policies and processes to target diversity and inclusion.	<ul style="list-style-type: none"> <li>• Evaluate selection policies and processes to support, advance and sustain diversity and inclusion.</li> </ul>	
e. Develop and maintain partnerships with academia, student interest groups and professional associations for the purpose of recruiting high-quality and diverse candidates.	<ul style="list-style-type: none"> <li>• Track and report the number of formal and informal partnerships to support recruitment and development of residents and fellows.</li> <li>• Track and report the number of partnerships with diverse student interest groups from local and national medical professional chapters.</li> </ul>	
f. Develop methods to identify potential candidates through rotations, second look visit programs and other initiatives.	<ul style="list-style-type: none"> <li>• Track and report number and type of programs and initiatives to proactively identify and recruit prospective candidates.</li> </ul>	
g. Implement communication plan to increase visibility and enhance messaging through the internet and social media for prospective applicants.	<ul style="list-style-type: none"> <li>• Evaluate randomly selected communication samples for inclusive language.</li> <li>• Evaluate internet and social media presence and visibility in communication for inclusive messaging and images.</li> </ul>	
h. Train department chairs and residency, fellowship and graduate medical education directors and coordinators on best practices for diversity and inclusion recruitment.	<ul style="list-style-type: none"> <li>• Implement and evaluate training module(s) on outreach and diversity recruitment for residents.</li> <li>• Document the number of department chairs, directors, coordinators and other staff members trained on best practices for inclusive recruitment.</li> </ul>	
i. Develop recruitment schedule to increase presence of OHSU residency programs at national events (i.e., Student National Medical Association, Latino Student Medical Association, Association of American Indian Physicians and other diverse associations).	<ul style="list-style-type: none"> <li>• Track and report the number of recruitment events attended.</li> <li>• Track and report the number of prospective candidates.</li> <li>• Track and report the number of diversity-related events attended by the GME and residency program staff and residents.</li> </ul>	

## Goal 1: Increase Recruitment, continued

Increase recruitment and representation of diverse students, residents, fellows, faculty and the workforce throughout OHSU.

STRATEGY 3: Increase diversity in the faculty ranks (tenured and non-tenured) within the OHSU Schools of Medicine, Nursing and Dentistry, their programs and affiliates.		
Action	Metrics	Responsible
a. Assess and respond to opportunities for and barriers to recruiting faculty at OHSU.	<ul style="list-style-type: none"> <li>Conduct and evaluate exit interviews and focus groups and analyze data from the diversity climate survey.</li> <li>Track and report the number of diverse and underrepresented minority trainees staying on for additional training after completing a program or accepting faculty positions after completion of training.</li> </ul>	Provost, Vice President for Research, Deans, Chief Diversity Officer, Diversity Manager for Faculty Recruitment and Retention  <b>Consultation from:</b> Director of Affirmative Action & Equal Opportunity, Director of Center for Diversity & Inclusion, Human Resources
b. Define priority populations(s) and align with OHSU mission, vision and goals for diversity and inclusion.	<ul style="list-style-type: none"> <li>Track and report ratio of offers to prospective faculty and acceptance of those offers by race, ethnicity, gender and other categories supporting diversity.</li> <li>Implement institutional alignment of recruitment priorities and processes.</li> </ul>	
c. Develop and implement a plan for faculty recruitment and career and professional development.	<ul style="list-style-type: none"> <li>Implement strategic plan(s) focused on faculty recruitment for academic units.</li> <li>Report annual faculty status and compare against Affirmative Action &amp; Equal Opportunity placement goals and the OHSU Fact Book.</li> <li>Hire a diversity manager for faculty recruitment and retention.</li> <li>Track and monitor the applicant flow data for diversity factors.</li> </ul>	
d. Implement standardized processes for recruiting diverse applicants and hiring placements across the Schools of Medicine, Nursing and Dentistry.	<ul style="list-style-type: none"> <li>Implement a system and processes to track and monitor the progress of candidates through the hiring process and measure against selected candidates and affirmative action placement goals.</li> <li>Track and report number of diverse members on search committees.</li> <li>Report on search committee processes and outcomes for each new faculty hire.</li> </ul>	
e. Develop and implement a comprehensive communication plan to reflect an inclusive representation of the diverse people and ideas throughout OHSU and the broader community.	<ul style="list-style-type: none"> <li>Track and report the number and frequency of online advertisements of vacancies in diversity-focused professional organizations.</li> <li>Track and report presence at professional recruitment events and activities.</li> </ul>	
f. Develop and maintain long-term partnerships with academic, professional, government and business organizations (local, national and international).	<ul style="list-style-type: none"> <li>Develop, track and report formal and informal partnerships and outcomes.</li> </ul>	
g. Optimize training and resources to assist with identification and recruitment of diverse faculty.	<ul style="list-style-type: none"> <li>Implement and evaluate recruitment training modules and resources for diverse faculty recruitment best practices.</li> </ul>	

STRATEGY 4: Increase diversity in the workforce across OHSU missions.		
Action	Metrics	Responsible
a. Analyze workforce trends and projections.	<ul style="list-style-type: none"> <li>Track and report distribution of workforce demographics by job group.</li> <li>Track and report number of workforce members entering and exiting OHSU by job group and demographics.</li> <li>Track and report ratios of job openings, candidates, interviews, offers made and acceptance of those offers by candidates, calculated for relevant demographic groups.</li> </ul>	Provost, Vice President for Research, Deans, Chairs, Executive Vice President of Hospital Administration, Graduate Medical Education (GME) Directors, Residency Program Directors, Program Administrators
b. Develop succession planning strategies and programs to address skills gaps and workforce needs.	<ul style="list-style-type: none"> <li>Track participation in OHSU's leadership and advancement training programs.*</li> <li>Track and report the number and percentage of women and minority candidates that apply and are selected for senior-level and managerial positions.</li> </ul>	
c. Define workforce priority population(s) and align with mission, vision, and goals for diversity and inclusion.	<ul style="list-style-type: none"> <li>Evaluate institutional alignment with recruitment priorities.</li> </ul>	
d. Develop and implement strategic plan(s) to recruit a diverse workforce aligned with diversity and affirmative action goals.	<ul style="list-style-type: none"> <li>Implement unit strategic plan(s) and implement across the missions in alignment with university and mission diversity goals and priorities.</li> <li>Compare submitted diversity and affirmative action plans against OHSU's diversity and compliance goals.</li> <li>Track and report accountability and incentives at the chair, manager and director level for evaluating, reporting and achieving diversity goals.</li> <li>Track and report collaborations and partnerships with community partners, locally and nationally.</li> <li>Track and report the number and frequency of advertisements of vacancies on diversity-focused websites and in printed minority media publications.</li> <li>Track and report participation in and outcomes from recruitment fairs.</li> </ul>	
e. Standardize system-wide data and reporting requirements to track diverse talent across the missions.	<ul style="list-style-type: none"> <li>Implement system to analyze, track and report areas of progress and areas needing improvement.</li> </ul>	
f. Optimize management training and resources to highlight the business case and best recruitment practices for diversity and inclusion.	<ul style="list-style-type: none"> <li>Implement and evaluate training module(s) on outreach and diversity recruitment for staff.</li> <li>Document the number of trained managers in diversity recruitment best practices.</li> </ul>	

\*Requires software-based tracking system

## Goal 2: Strengthen Retention

Strengthen retention of diverse students, residents, fellows, faculty and workforce.

STRATEGY 1: Develop and implement a retention plan that drives and sustains diversity and inclusion.		
Action	Metrics	Responsible
a. Implement strategies to prevent future workforce departures (e.g., individual and group interviews, exit surveys).	<ul style="list-style-type: none"> <li>Track and report diversity turnover and retention rates and trends.</li> <li>Analyze the dollar impact of workforce departures.</li> <li>Track and report new and/or expanded programs and initiatives that aim to support workforce retention.</li> </ul>	All OHSU leaders, Executive Leadership Team, Chairs, Deans, Center for Diversity & Inclusion, Human Resources Directors and Managers, Workforce Directors, Managers, and Supervisors
b. Implement strategies and programs to prevent student departures (e.g., mentoring, advising, exit interviews).	<ul style="list-style-type: none"> <li>Track and report student graduation rates, the number and average score of students passing boards and ratio for students who match into professional programs, calculated for relevant demographic groups.</li> <li>Analyze the dollar impact of student departures.</li> <li>Analyze the dollar impact relating to student scholarships (e.g., if the scholarship student departed before completion of program degree).</li> <li>Track and report new and/or expanded programs and initiatives that aim to prevent student departures.</li> </ul>	
c. Survey overall satisfaction rates regarding retention efforts by academic affairs, human resources, management and others.	<ul style="list-style-type: none"> <li>Track and report workforce average time in position, climate satisfaction and salary equity.</li> </ul>	

STRATEGY 2: Enhance career development, guidance, support and resources.		
Action	Metrics	Responsible
a. Provide opportunities for professional development, leadership training, and mentorship.	<ul style="list-style-type: none"> <li>Survey OHSU community regarding satisfaction with learning and growth opportunities provided by units and departments.</li> <li>Survey OHSU community regarding satisfaction of curriculum, learning environment, on-the-job support, project assignments for growth, development, and job rotations.</li> <li>Survey OHSU community regarding satisfaction with acquiring the leading edge of knowledge in individual professions.</li> <li>Measure actual upward mobility, including certifications and promotions.*</li> </ul>	All OHSU leaders, Executive Leadership Team, Chairs, Deans, Human Resources Directors and Managers, Workforce Directors, Managers and Supervisors, Center for Diversity & Inclusion, Career and Workplace Enhancement Center
b. Provide resources to map career development and advancement options.	<ul style="list-style-type: none"> <li>Survey university-wide and individual units regarding satisfaction with opportunities for advancement.</li> </ul>	
c. Inform the OHSU community of current diversity resources and opportunities.	<ul style="list-style-type: none"> <li>Survey university-wide and individual units regarding awareness of current diversity resources and opportunities within units, departments, etc.</li> </ul>	

**STRATEGY 3: Establish and implement best practices for retention.**

Action	Metrics	Responsible
a. Incorporate and communicate diversity resources during on-boarding and orientations.	<ul style="list-style-type: none"> <li>Survey OHSU Community regarding awareness of diversity and inclusion resources.</li> </ul>	All OHSU leaders, Executive Leadership Team, Chairs, Deans, Center for Diversity & Inclusion, Human Resources Directors and Managers, Workforce Directors, Managers and Supervisors, Career and Workplace Enhancement Center
b. Support and encourage employee resource groups (ERGs) and student interest groups.	<ul style="list-style-type: none"> <li>Track and report amount of financial support provided to ERGs and diversity-related student interest groups.</li> <li>Track and report number and type of ERGs.</li> <li>Track and report number of employees involved in ERGs.</li> <li>Track and report number of diversity-related student interest groups and the students involved in each group.</li> <li>Track and report number and type of ERG and student interest group sponsored activities.</li> </ul>	
c. Facilitate formal and informal networking opportunities for OHSU community members.	<ul style="list-style-type: none"> <li>Track and report number and type of networking events and activities.</li> <li>Conduct evaluation of all internal diversity-focused networking events.</li> </ul>	
d. Support life balance initiatives (i.e., health and wellness, internal and external services, child/elder care, etc.).	<ul style="list-style-type: none"> <li>Track and report number of employees participating in health and wellness programs.</li> <li>Track the accessibility of the health and wellness programs for employees learning the English language, employees without computer access and employees with disabilities.</li> <li>Track satisfaction among users of life balance services and initiatives (i.e., lactation rooms, on-campus childcare, health club facilities, etc.).</li> </ul>	
e. Recognize and honor those at OHSU (individuals, groups, units and institutions) that value and contribute to diversity and inclusion.	<ul style="list-style-type: none"> <li>Track and report number and type of activities that recognize and honor individuals, groups, units and institutions that contribute to diversity and inclusion.</li> </ul>	

*\*Requires software-based tracking system*

## Goal 3: Improve the Climate of Inclusion

Improve the climate of inclusion throughout OHSU to support and advance diversity.

STRATEGY 1: Model and demonstrate inclusion.		
Action	Metrics	Responsible
a. Exhibit acceptance and respect.	<ul style="list-style-type: none"> <li>Conduct periodic qualitative and quantitative surveys, focus groups and diversity program inventories.</li> <li>Monitor perception of inclusion by way of Diversity Climate Survey.</li> </ul>	Executive Leadership Team, Deans, Directors, Managers and Supervisors, Human Resources Directors, Affirmative Action & Equal Opportunity, Risk Management, Community Relations, Marketing & Communications, Legal
b. Respond to inappropriate behaviors and actions on the parts of others.	<ul style="list-style-type: none"> <li>Track and report number of grievances, investigations and lawsuits related to diversity, as well as trends.</li> <li>Require and track disciplinary actions (anonymously) and additional diversity training for prevention and correction of inappropriate actions.</li> </ul>	
c. Include and enhance the expectations of diversity and inclusion in performance appraisals.	<ul style="list-style-type: none"> <li>Develop measurable ratings for diversity and inclusion in performance appraisals.</li> <li>Provide and track trainings for managers on diversity and inclusion performance appraisal metrics.</li> <li>Track and monitor ratings on diversity and inclusion items in performance appraisals.*</li> </ul>	
d. Engage and participate in community diversity events, outreach and partnerships.	<ul style="list-style-type: none"> <li>Track and report individual and group participation in diversity events.</li> <li>Track and report resources spent to engage and participate in community outreach activities for each mission.</li> </ul>	
e. Integrate diversity and inclusion into all ongoing OHSU services, programs, processes and initiatives.	<ul style="list-style-type: none"> <li>Randomly audit processes, policies, programming, initiatives, language, messaging and images for the integration of diversity.</li> </ul>	

STRATEGY 2: Increase cultural awareness and understanding across OHSU.		
Action	Metrics	Responsible
a. Develop and provide diversity-general and diversity-specific training for leaders, providers, managers and supervisors.	<ul style="list-style-type: none"> <li>Track and report number and type of cultural competency and diversity training and education provided to leaders, providers, managers and supervisors.*</li> </ul>	Chief Diversity Officer, Provost, Center for Diversity and Inclusion, Affirmative Action & Equal Opportunity, Deans, Faculty, Human Resources, Each School /Unit Leader, Any Unit Implementing Trainings
b. Develop and enhance cultural competency curriculum and modules for the OHSU community.	<ul style="list-style-type: none"> <li>Evaluate all internal diversity trainings and events.</li> </ul>	
c. Enhance and support diversity and inclusion events and activities and increase participation of the OHSU community.	<ul style="list-style-type: none"> <li>Track and report number and type of cultural competency and diversity-related educational opportunities attended by OHSU community members.*</li> <li>Track and report number and type of, and participation in, diversity and inclusion events and activities.*</li> <li>Track and report financial support for diversity and inclusion events and activities.*</li> </ul>	
d. Encourage participation in external diversity-focused education opportunities.	<ul style="list-style-type: none"> <li>Track and report number and type of, and participation in, diversity and inclusion events and activities.*</li> </ul>	

**STRATEGY 3: Provide an inclusive and accessible environment.**

Action	Metrics	Responsible
a. Adopt best practices and standards that meet the needs of diverse individuals, particularly historically underrepresented groups.	<ul style="list-style-type: none"> <li>Collect data on OHSU's climate to determine whether diverse individuals, particularly underrepresented groups, perceive OHSU's climate to be inclusive and accessible.</li> <li>Conduct focus groups with selected groups to determine climate improvement strategies.</li> </ul>	Center for Diversity & Inclusion, Affirmative Action & Equal Opportunity, Design & Construction, Facilities, Campus Planning, Capital Allocation and Space Committees, Risk Management, Legal
b. Adopt best practices and standards that meet the needs of individuals with disabilities.	<ul style="list-style-type: none"> <li>Catalog and prioritize accessibility barriers.</li> <li>Annually inventory completed accessibility improvements.</li> <li>Develop and implement a process that considers and incorporates accessibility improvements when approving remodeling/ improvement projects.</li> <li>Develop and implement a review process that includes stakeholders who review and consult on accessibility in the planning phase of new construction projects.</li> </ul>	
c. Adopt and/or revise policies and procedures to support OHSU's climate of inclusion.	<ul style="list-style-type: none"> <li>Record changes and additions to OHSU policies and procedures that incorporate best practices for diversity and inclusion.</li> </ul>	
d. Incorporate the use of diverse images, artwork and language at OHSU.	<ul style="list-style-type: none"> <li>Inventory new installations of diverse images, artwork and language at OHSU.</li> </ul>	

**STRATEGY 4: Implement a university-wide diversity climate reassessment and improvement process, including periodic surveys, diverse focus groups and diversity program inventories.**

Action	Metrics	Responsible
a. Regularly conduct a campus diversity climate survey and compare the results to baseline data.	<ul style="list-style-type: none"> <li>Compare new data to baseline data.</li> <li>Track and report the percentage of OHSU community members who respond to the diversity climate survey.</li> </ul>	Chief Diversity Officer, Center for Diversity & Inclusion, Diversity Advisory Council, Vice Provost for Assessment & Evaluation
b. Publish assessment of campus diversity climate survey and inventory results.	<ul style="list-style-type: none"> <li>Analyze trends of successive data measurements.</li> </ul>	
c. Based upon assessment results, create and enhance programs, procedures and initiatives supporting all elements of diversity as defined by OHSU.	<ul style="list-style-type: none"> <li>Compare assessment results data to subsequent data measurements.</li> </ul>	

*\*Requires software-based tracking system*

## Goal 4: Build Community Partnerships

**Build and enhance community, academic and business partnerships to engage diverse communities in achieving OHSU missions.**

STRATEGY 1: Develop an OHSU-wide diversity engagement plan and annual diversity community report.		
Action	Metrics	Responsible
a. Increase OHSU sponsorship initiatives, attendance at local and national community events and interactions between OHSU and the community at large.	<ul style="list-style-type: none"> <li>Track and report number of OHSU sponsorship initiatives and the amount of money spent to support them.</li> <li>Track and report attendance at local and national community events.</li> </ul>	Executive Leadership Team, Chief Diversity Officer, Center for Diversity & Inclusion, Community Engagement, Human Resources
b. Increase OHSU partnerships and collaborations with diverse communities and organizations across the state of Oregon.	<ul style="list-style-type: none"> <li>Track and report number of OHSU partnerships and collaborations with diverse communities and organizations.</li> </ul>	
STRATEGY 2: Engage and partner with community-based organizations to end healthcare disparities.		
Action	Metrics	Responsible
a. Encourage community partnerships to increase the representation of minorities, women and other underserved populations in all aspects of OHSU missions.	<ul style="list-style-type: none"> <li>Track and report new community-based partnerships that contribute to increasing the representation of minorities, women and other underserved populations.</li> </ul>	Vice President of Research, Vice President of Healthcare, Institutes, Hospitals, Clinics, Interpreter Services, Patient Relations, Service Excellence, Human Resources
b. Increase dissemination of preventative and educational health information, services and screening opportunities to historically underserved populations and populations that encounter health disparities.	<ul style="list-style-type: none"> <li>Track and report dissemination of health and education information and health screening opportunities to historically underserved populations.</li> </ul>	
c. Produce resources and information in multiple languages and culturally appropriate and accessible formats.	<ul style="list-style-type: none"> <li>Track and report number and type of resources developed and available in multiple languages and culturally appropriate and accessible formats.</li> </ul>	
d. Enhance health equity among OHSU's diverse patient populations.	<ul style="list-style-type: none"> <li>Track and report the diversity demographics of OHSU patients by race, language, birthplace and faith orientation.</li> <li>Annually track the number and percentage of new patients by demographic groups.</li> <li>Analyze the re-admissions and patient loyalty of the diverse patients.</li> <li>Track patient satisfaction and the clinical outcomes of patient populations, calculated for relevant demographic groups.</li> </ul>	
STRATEGY 3: Increase visibility and participation of clinical and research missions at local and national levels.		
Action	Metrics	Responsible
a. Expand community-engaged, population-based and translational science research efforts.	<ul style="list-style-type: none"> <li>Track community-engaged, population-based and translational science research initiatives that increase participation of diverse and historically underrepresented populations.</li> <li>Track community-engaged, population-based and translational science research initiatives that enhance health equity among OHSU's diverse patient populations.</li> </ul>	Strategic Communications, Marketing & Communications, Vice President of Research, Hospital Administration, Clinical Mission Deans, Chief Diversity Officer
b. Increase attendance and participation of OHSU clinical and research missions at local and national events.	<ul style="list-style-type: none"> <li>Track and report number of promotional events for clinical and research missions at local and national levels.</li> <li>Track and report OHSU's interactions with people, groups and organizations at local and national events.</li> </ul>	

**STRATEGY 4: Increase OHSU's business relationships with minority and women owned, and emerging small businesses (MWESBs).**

Action	Metrics	Responsible
a. Support and partner with diverse organizations and memberships through active participation in community/ diversity outreach.	<ul style="list-style-type: none"> <li>Track and report collaborations with local diverse organizations and MWESBs.</li> </ul>	Vice President for Facilities and Logistics, Vice President for Campus Development  <b>Consultation from:</b> Chief Diversity Officer Director of Affirmative Action & Equal Opportunity, Director of Center for Diversity & Inclusion
b. Partner with master general contractors to increase the use of MWESBs in OHSU's master general contractors second tier diversity program.	<ul style="list-style-type: none"> <li>Track and report the number of partnerships with MWESBs through OHSU's Master General Contractors second tier diversity program.</li> </ul>	
c. Increase the value of the diversity category in the request for proposal (RFP).	<ul style="list-style-type: none"> <li>Revise RFP language for diversity and inclusion.</li> </ul>	
d. Participate in the Oregon Procurement Information Network to inform MWESBs of RFP opportunities.	<ul style="list-style-type: none"> <li>Track and report number of RFPs posted in the Oregon Procurement Information Network.</li> </ul>	
e. Foster business relationships with local diversity suppliers.	<ul style="list-style-type: none"> <li>Develop and implement a sustainable diversity supplier program.</li> <li>Track and report the number of partnerships with local businesses and diversity suppliers.</li> </ul>	

**STRATEGY 5: Strengthen relationships with the OHSU foundation, schools, alumni and other entities to develop and increase diversity scholarships.**

Action	Metrics	Responsible
a. Collaborate with the OHSU Foundation to increase development efforts for the diversity fund.	<ul style="list-style-type: none"> <li>Track and report the amount of money contributed to the OHSU Foundation diversity fund.</li> <li>Track and report the amount and ratio of diversity funds contributed toward recipients, projects and initiatives.</li> <li>Develop disbursement process for diversity fund monies.</li> </ul>	President, Chief Diversity Officer, Provost, Deans, OHSU Foundation, Schools of Nursing, Dentistry and Medicine, Affiliates
b. Set annual goals for fundraising and award amounts per individual units.	<ul style="list-style-type: none"> <li>Track and report fundraising efforts and award amounts.</li> </ul>	

## Goal 5: Benchmark for Excellence

### Develop and implement diversity and inclusion benchmarks to ensure responsibility and accountability.

Benchmarking is the process of comparing the progress of one's organization to a determined measure. In order to appropriately assess OHSU's progress, three types of benchmarking will be utilized:

1. Benchmarking against ourselves
2. Benchmarking against peer and notable institutions
3. Benchmarking against accepted standards

**Benchmarking against ourselves** will assist OHSU by determining our overall trends, highlighting problem or target areas for initiatives, providing qualitative and quantitative feedback about our diversity and inclusion climate, and providing data that will guide future diversity and inclusion goals, strategies and actions. A few example methods OHSU will use to benchmark itself include the Diversity & Inclusion Climate Survey, unit- or mission-based diversity and inclusion scorecards and Affirmative Action Placement Goals.

**Benchmarking against peer and notable institutions** allows OHSU to determine how it compares to other local and national academic medical centers, peers and institutions recognized for excellence in diversity and inclusion. The data collected through this type of benchmarking allows OHSU to determine what needs to be done to keep OHSU on the leading edge of culturally appropriate innovation, education and care at the local and national levels. Benchmarking data in this category is determined by what other institutions make available. OHSU should utilize strategic partnerships and research to obtain the appropriate data.

**Benchmarking against diversity and inclusion standards** provides OHSU a clear vision of what best practices should be implemented for any well-functioning, successful and diverse organization. These benchmarks allow an organization to determine its current state of diversity and inclusion efforts, set a standard for a desired status, and set goals and strategies to close the gap between the two. OHSU has chosen the Global Diversity and Inclusion Benchmarks framework, which includes thirteen categories that measure foundational, internal, external and bridging diversity and inclusion benchmarks.\*

Each benchmarking process will include three initial phases to be implemented throughout the span of this Diversity Action Plan, as outlined in the chart below.

*\*Consultation on diversity metrics and benchmarking provided by Robert Hayles, Ph.D.*

BENCHMARKING METHOD	Phase 1	Phase 2	Phase 3
Measure progress made in Goals 1-4 against ourselves	Establish baseline metrics	Establish (detailed) goals, determined by baseline metrics	Measure progress against baseline results
Measure progress made in Goals 1-4 against local and national academic medical centers and peers, including institutions recognized for excellence in diversity	Determine baseline from information made available by other academic medical centers and peer institutions	Set (general) goals as appropriate	Measure against baseline results where information is accessible
Measure OHSU's progress in diversity and inclusion standards as determined by Global Diversity and Inclusion Benchmarks	Determine baseline through survey of Executive Leadership Team and sample respondents	Set goals through the Executive Leadership Team in consultation with the Center for Diversity & Inclusion and Affirmative Action & Equal Opportunity Department	Measure annually against baseline results

# APPENDIX

## Diversity Advisory Council

### EXECUTIVE COMMITTEE

#### President

Joe Robertson, M.D., M.B.A.,  
*OHSU President*

#### Chief Diversity Officer

Norwood Knight-Richardson, M.D.,  
M.A., M.B.A., *Senior Vice President,  
Chief Administrative Officer,  
Chief Diversity Officer*

#### Chairs

Leslie Garcia, M.P.A., *Assistant Chief  
Diversity Officer, Director,  
Center for Diversity & Inclusion*

Michael Tom, J.D., *Director, Affirmative  
Action & Equal Opportunity*

### MEMBERS

Bob Applegate, *Associate Director,  
OHSU Strategic Communications*

Bobbie J. Jenkins, CPA/ABV, ASA, CFF,  
*Director, Business Financial and  
Operational Planning and Analysis,  
Office of the Senior Vice President  
of Administration*

Cherry Pisigan, R.N.-B.S.N., D.N.P/F.N.P.,  
*Student, School of Nursing*

Cliff Coleman, M.D., M.P.H., *Assistant  
Professor, Department of Family  
Medicine, School of Medicine,  
Faculty Senate Representative*

Connie Seeley, *Chief of Staff,  
President's Office*

Danette C. Haynes, L.C.S.W., *Clinical  
Director, Avel Gordly Center  
for Healing*

Dean H. Westwood, M.S.W., *Disability  
Trainer & Community Outreach  
Specialist, Affirmative Action & Equal  
Opportunity; Instructor, School of  
Public Health & Preventive Medicine*

Dena Hassouneh, Ph.D., R.N., A.N.P.,  
P.M.H.N.P., A.P.R.N.-B.C.,  
*Associate Professor, School of Nursing*

Ellen Rensklev, C.P.D.M., C.C.M.P.,  
*Director, Risk Management*

Eric Switzer, M.A., *Associate Director  
of Communications, Strategic  
Communications and Healthcare  
Marketing Communications*

Joy McCammon, *OHSU Foundation  
Vice President, Organizational  
Development and Human Resources*

Karen Eden, Ph.D., *Associate Professor,  
Department of Medical Informatics  
and Clinical Epidemiology; Co-Chair,  
Women in Academic Medicine*

Kirsten Wall, M.A., *Senior Learning and  
Organizational Development  
Consultant, Human Resources*

Linda Strahm, M.S., *Director of Human  
Resources, School of Medicine*

Michael Axley, M.D., M.A., *Assistant  
Professor, Anesthesiology*

Nicole Gordon, M.D., *School of Medicine  
House Officer, Surgery*

Nicole Lockart, M.B.A., *Assistant Dean,  
Faculty Affairs & Administration,  
School of Medicine, Office of the Dean*

Peggy Wros, Ph.D., R.N., *Associate Dean  
for Student Affairs & Diversity, School  
of Nursing*

Phyllis Beemsterboer, M.S., Ed.D., FACD,  
*Associate Dean, School of Dentistry*

R. Dale Walker, M.D., *Professor, Dept. of  
Psychiatry, Public Health and  
Preventative Medicine; Director,  
Center for American Indian Health,  
Education and Research; Director,  
One Sky Center*

Rachel Dresbeck, Ph.D., *Director,  
Research Communication &  
Development Services*

Rachelle Jacover, M.A., *Business  
Improvement Manager, Facilities  
& Logistics*

Riikka Salonen, M.A., *Manager, Workforce  
Equity and Inclusion, Healthcare  
Human Resources*

Robert Vieira, Ed.D., *Vice Provost,  
Academic/Student Affairs*

Shelagh Johnson, *Women and Children's  
Education and Outreach Manager,  
Center for Women's Health,  
Doernbecher Children's Hospital*

Sue Orchard, Psy.D., *Associate Director  
and Student Access Coordinator,  
Center for Diversity & Inclusion*

Susan Aromaa, M.S., *Research Associate  
and Community Program  
Coordinator, Oregon Clinical &  
Translational Research*

Valerie Palmer, *Instructor, Global Health  
Center*

Vanessa Green, M.S., *Director of Higher  
Education and Diversity Center,  
Coastal Margin Observation and  
Prediction, Institute of Environmental  
Health*

Vivian E. Lalangan, *PAS Specialist, Patient  
Access Services Dept, AFSCME Local  
328 Executive Board Member*

### COORDINATOR

Brittany Krake, M.D.R., *Administrative  
Coordinator, Diversity Advisory  
Council, Physical Access Committee,  
Center for Diversity & Inclusion*



## Glossary of Key Terms

**Building Diversity** is planning, providing and implementing policies, programs and processes that create and establish a diverse workforce and student body.

**Affirmative Action** encompasses OHSU's largest legal obligation and good faith efforts to establish an affirmative action plan that includes goals and procedures for the purpose of increasing the proportion and effective utilization of minorities and women employed in positions where minorities and women are underrepresented.

**Benchmarks** allow OHSU to utilize reference points to determine if progress is made toward its diversity and inclusion goals. Benchmarking with universal, national and local standards, as well as academic health center peers, allows OHSU to compare and improve its results, practices and outcomes.

**Cultural Competency** is a comprehensive collection of behaviors, attitudes, practices and policies that creates an inclusive environment for people of diverse backgrounds. Cultural competency is achieved by integrating the awareness, knowledge base and learned skills needed to effectively and sensitively educate, work with and provide health care to people of diverse backgrounds. Striving to be culturally competent allows OHSU to best serve its diverse constituencies, including people who have been historically marginalized or excluded based on factors such as race, ethnicity, gender, sexual orientation or disability.

**Disparities** are inequalities or differences in treatment, accessibility or outcomes.

**Diversity** is the condition of having or being composed of differing elements; the inclusion of different types of people in a group or organization.

**Diversity at OHSU** means creating a community of inclusion. We honor, respect, embrace and value the unique contributions and perspectives of all employees, patients, students, volunteers and our local and global communities. Diversity includes age, culture, disability, ethnicity, gender, national origin, race, color, religion, sexual orientation, diversity of thought, ideas and more. Diversity maximizes our true potential for creativity, innovation, quality patient care, educational excellence and outstanding service.

**Enrollment Management** consists of the coordination, flow of information, and integration of decisions that impact a program's admissions, financial aid, retention, and graduation of students.

**Equity** is the state, quality or ideal of being just, impartial and fair.



**Equal Opportunity at OHSU** means providing equal opportunities to all individuals without regard to race, religion, national origin, disability, age, marital status, sexual orientation, military service or any other status as protected by law. This policy applies to all employment, student and patient-related activities.

**Inclusion** is the state and act of being included; all individuals have a right to be included in naturally occurring settings and activities. Creating a community of inclusion requires cultivating a campus climate where all members feel they belong and encouraging engagement with multiple points of view that represent the range of understanding and knowledge necessary for a healthy society.

**Leadership** is a commitment to action, an ability to lead and influence and an act of leading, guiding or directing.

**Metrics** are data points needed to develop a baseline for future measurement, maintain improvements and set goals for future aspirations. Metrics contain useful data for benchmarking against historical institutional data, peer and notable institutions and organizational standards. Metrics consist of both qualitative and quantitative measurements. **Qualitative metrics** measure the presence of processes and actions intended to produce the desired outcomes; they are effectively leading indicators. **Quantitative metrics** measure actual outcomes and results; they serve as lagging indicators.

**Multiculturalism** describes a community with more than one culture present within it.

**Survey** (in the context of this plan's metrics) implies the use of an institutional survey or the Diversity Climate Survey. In the circumstance that metrics and indicators reveal a specific need for attention or assessment, additional surveys may be administered to guide appropriate diversity- and inclusion-focused responses.

**Underrepresented Population** includes a historically underrepresented group that remains underrepresented within a particular class, job class or student body.

**Underrepresented Minorities (in healthcare)** are individuals from racial or ethnic groups that are underrepresented in health care professions, defined as Black or African American, Hispanic or Latino, American Indian or Alaska Native, and Native Hawaiian or Other Pacific Islander.



## The Makeup of OHSU

**OHSU patients, volunteers, students, residents, fellows, faculty and workforce are the beating heart of our institution.**

We believe that the complex makeup and diversity of OHSU places us on the leading edge of innovation, collaboration, and educational and service excellence.

With an annual operating budget of \$2.3 billion and nearly 14,000 employees, OHSU is Portland's largest employer. 66% of the OHSU workforce is comprised of women and 18.6% have identified as a racial or ethnic minority. Within our workforce, OHSU is home to 2,149 faculty members, nearly 48% of whom are female and 14.5% who identify as a racial or ethnic minority.

The university is a conduit for learning for more than 2,800 students. Over 63% of our enrolled undergraduate, graduate and professional students are women and over 19.5% identify as a racial or ethnic minority. OHSU also educates people through joint programs with other universities, provides training to interns, residents and fellows in postgraduate medical and research training, and delivers continuing education to thousands of health care professionals each year. 51% of OHSU residents identify as female and 25% identify as a racial or ethnic minority.

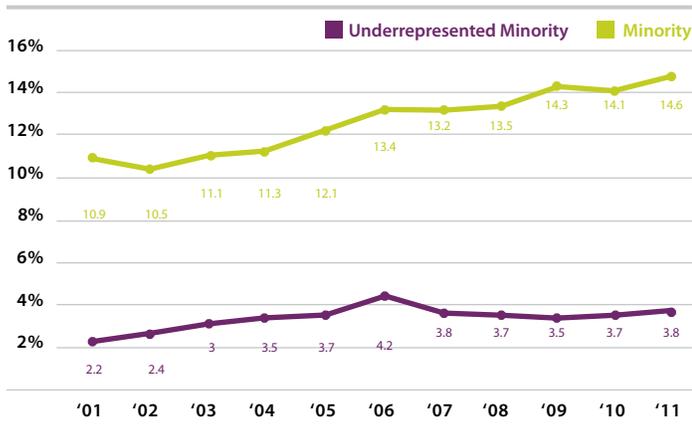
In the 2011 OHSU Fact Book, OHSU has shown gradual progress in diversifying its workforce, faculty, residents and student body over the past 10 years. As OHSU continues to evolve and reflect the diverse communities we serve, we also continue to strive for excellence in order to reach OHSU's first strategic goal of Vision 2020: "be a great organization, diverse in people and ideas."

*\*SOURCES: Workforce data provided by the Affirmative Action & Equal Opportunity department. Student, resident and faculty data provided by the Office of Academic Programs, Policy and Accreditation. For further information on race/ethnicity, gender, and other demographic categories, please refer the 2011 OHSU Fact Book at [www.ohsu.edu/factbook](http://www.ohsu.edu/factbook).*

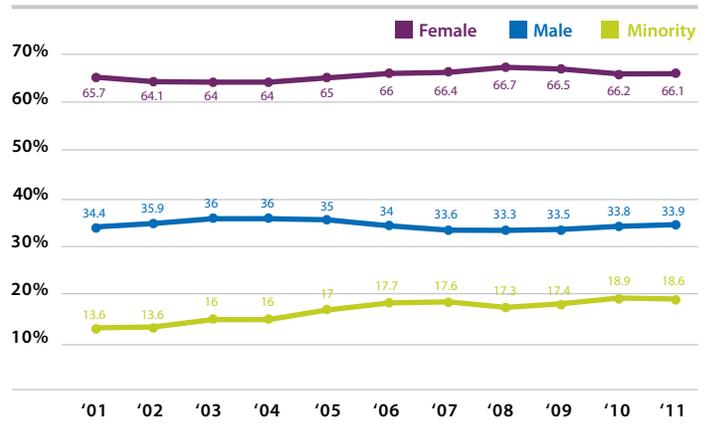
*\*Data does not represent international populations.*



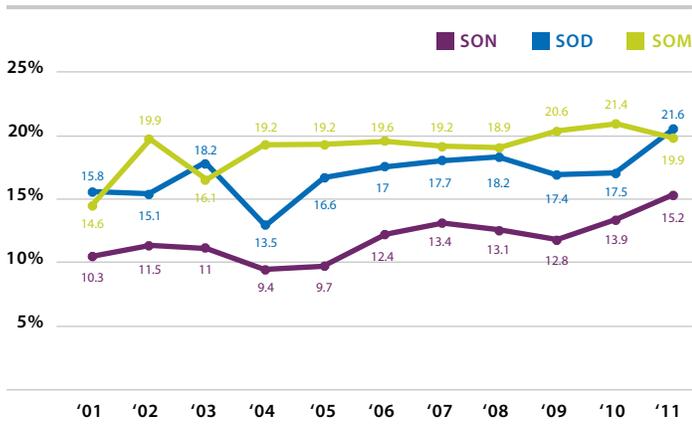
### Faculty Racial/Ethnic Diversity



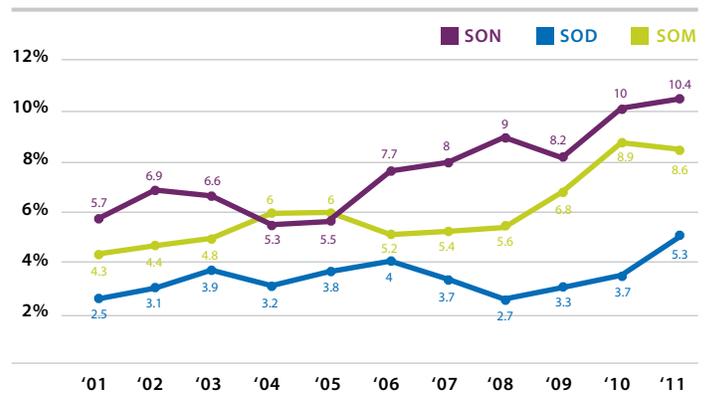
### OHSU Workforce



### Total Minority Students as % of Each Schools' Students



### Underrepresented Minority Students as % of Each Schools Students





**Center for Diversity & Inclusion**  
3181 SW Sam Jackson Park Road  
Portland, Oregon 97239  
503 494-5657  
[www.ohsu.edu](http://www.ohsu.edu)

## OHSU Diversity Resources

### ACADEMIC & STUDENT AFFAIRS

503 494-7878 | [www.ohsu.edu/student-services](http://www.ohsu.edu/student-services)

### AFFIRMATIVE ACTION & EQUAL OPPORTUNITY

503 494-5148 | [www.ohsu.edu/aaeo](http://www.ohsu.edu/aaeo)

### CENTER FOR DIVERSITY & INCLUSION

503 494-5657 | [www.ohsu.edu/diversity](http://www.ohsu.edu/diversity)

### GLOBAL HEALTH CENTER

503 494-0387 | [www.ohsu.edu/globalhealth](http://www.ohsu.edu/globalhealth)

### HUMAN RESOURCES

503 494-8060 | [www.ohsu.edu/hr](http://www.ohsu.edu/hr)

### TRANSLATION & INTERPRETER SERVICES

503 494-2800 | [www.ohsu.edu/advocate/interpreter\\_services.html](http://www.ohsu.edu/advocate/interpreter_services.html)

### ONE SKY CENTER

503 494-3703 | [www.oneskycenter.org](http://www.oneskycenter.org)

### STUDENT ACCESS

503 494-0082 | [www.ohsu.edu/student-access](http://www.ohsu.edu/student-access)