Sue Orchard, Psy.D.
Center for Diversity & Inclusion, Associate Director
Student Access, Coordinator
Physical Access Committee, Co-Chair

Welcome and Agenda
The State of Diversity: The Power of Difference
Charles Wilhoite
OHSU Board of Directors, Chairman
Creating a Community of Inclusion

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.
Joe Robertson, M.D., M.B.A.
OHSU President
Embracing the Power of Difference

The Diversity Action Plan focuses on the opportunities to advance OHSU’s missions in alignment with Vision 2020.

Vision 2020, Goal 1:
Be a great organization, diverse in people and ideas.

Strategy 1.2:
Transform OHSU from an organization that values diversity to one that lives it.
The Power of Diversity & Difference

Embracing diversity gives us the power to be better at what we do and to demonstrate integrity, compassion, and leadership in healing, teaching, research and community service. 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 flexibility to thrive.
Diversity Definition

**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.

*OHSU Equal Opportunity Policy No. 03-05-030*

*OHSU’s diversity definition is currently under review.*
Leslie Garcia, M.P.A.
Assistant Chief Diversity Officer
Center for Diversity & Inclusion, Director
Diversity Advisory Council, Co-Chair
Diversity Advisory Council

Charged to advise the President on matters related to diversity, inclusion, multiculturalism, and equal opportunity relating to the university’s mission; Members represent students, faculty and workforce in all mission areas.

Executive Leadership

Joe Robertson, MD, MBA, President

Norwood Knight-Richardson, MD, MA, MBA, Senior Vice President, Chief Administrative Officer & Chief Diversity Officer

Leslie Garcia, MPA, DAC Co-Chair, Director OHSU Center for Diversity & Inclusion

Michael Tom, JD, DAC Co-Chair, Director OHSU Affirmative Action & Equal Opportunity
Leads and supports university-wide initiatives to create an environment of respect and inclusion for students, staff, and faculty. CDI is dedicated to fostering partnerships to enhance OHSU's mission. With a range of resources and services, CDI offers:

- Student Enrichment Programs
- Accessibility & Student Learning Support
- Recruitment & Retention Support
- Cultural Competency Training
- Diversity News
- Employee Resource Groups
- Events and Programming
Building a Foundation

Partners

Affirmative Action & Equal Opportunity Department
Avel Gordly Center
Cultural Advocacy Team
Diversity Advisory Council
Faculty, Students, & Staff
Human Resources
One Sky Center
Physical Access Committee
Schools
And many more…
Diversity Resources

Diversity Digest

\[ ... \]

Diversity News

\[ ... \]
Recognition & Achievement

Diversity & Inclusion Awards serve to recognize outstanding contributions of diverse students, faculty, staff, and community members to creativity, innovation, quality patient care, educational excellence and outstanding service.

- Student Leadership Award
- Diversity and Inclusion Champion Award
- Outstanding Community Partner Award
- Outstanding Alumnus
- Outstanding Research Award

www.ohsu.edu/diversity-awards
Michael Tom, J.D.
Affirmative Action & Equal Opportunity, Director
Diversity Advisory Council, Co-Chair
Physical Access Committee, Co-Chair
Affirmative Action & Equal Opportunity

To advance the well-being of the OHSU community by supporting diversity, expanding opportunities, and ensuring compliance with all civil rights laws and related University policies, in all University activities including:

- Employment
- Education
- Research
- Patient Care
- Community Outreach
Physical Access Committee

Charged with identifying barriers to access for people with disabilities at OHSU; Presents findings and recommendations to OHSU's administration concerning access needs and priorities.

Executive Leadership

Norwood Knight-Richardson, MD, MA, MBA,
Senior Vice President, Chief Administrative Officer & Chief Diversity Officer

Jeanette Mladenovic, MD, MBA, MACP,
Provost

Michael Tom, JD, PAC Co-Chair, Director,
OHSU Affirmative Action & Equal Opportunity

Sue Orchard, PsyD, PAC Co-Chair, Associate Director, OHSU Center for Diversity & Inclusion
2008 – 2011: Creating Infrastructure

Physical Access Maps Project

OHSU Accessibility Design Guiding Principles

OHSU’s Diversity Definition and Business Case for Diversity Policy (03-05-030)

2010 OHSU Diversity Strategic Plan

Diversity Climate Survey

Chief Diversity Officer hired to Executive Leadership Team
2011-2012: Responding to OHSU Community Needs

Enhanced events and programming:

• Diversity Fall Welcome
• Night for Networking
• Disability Awareness Training
• Diversi-tea
• Enrichment & Retention Resources

Expansion of Student and Workforce Pipeline/Enrichment Programs

Diversity Wall Installment

OHSU named “Leader in LGBT Healthcare Equality”
2013 and Forward: Creating a Community of Inclusion

Transgender Healthcare Benefits
Employee Resource Groups
Minority Chambers of Commerce Leaders Forum
OHSU Vendor Fair
RESPECT Training to leverage the Power of Difference
Institutional Benchmarking & Reporting
2013 Diversity Action Plan
Norwood Knight-Richardson, M.D., M.A., M.B.A.
OHSU Senior Vice President
Chief Administrative Officer
Chief Diversity Officer
Reaffirms OHSU’s institutional mission and commitment to supporting and sustaining a diverse and inclusive environment.
Plan Development

**TIMELINE:** November 2011 – December 2012

**INVOLVED PARTIES:**
- Diversity Advisory Council (DAC), representing missions
- Individuals and Stakeholders throughout OHSU
- Diversity and metrics consultant: Robert Hayles, PhD

**PROCESS:**
- Reviewed Diversity Climate Survey findings
- DAC reviewed gaps and opportunities in 2010 Diversity Strategic Plan
- Identified 5 goals of highest priority to stakeholders
- Redefined goals, strategies, and developed metrics and accountability
OHSU Diversity Action Plan serves as a guide for developing individual mission action plans. Each mission will submit a Diversity Action Plan and an annual progress report to their respective executive leader.

Consultation will be available for plan development and implementation.

Plans and reports will be communicated throughout the university.
Process

OHSU Diversity Action Plan

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

Create Mission Diversity Action Plans

Submit Mission Plan for Review and Approval

Executive Leadership Team
Chief Diversity Officer
President

Publish Mission Plans
Website and Other Communication Methods
Diversity Action Plan Format

GOAL

- Strategy
  - Action
  - Metrics
    - Qualitative
    - Quantitative
  - Responsible Party
## Goal 1: Increase Recruitment

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

<table>
<thead>
<tr>
<th>STRATEGY 1: Increase diversity among OHSU students at Schools and affiliates.</th>
<th>Responsible</th>
</tr>
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<tbody>
<tr>
<td><strong>Action</strong></td>
<td><strong>Metrics</strong></td>
</tr>
<tr>
<td>a. Analyze OHSU local and national enrollment and graduation trends.</td>
<td>• 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.</td>
</tr>
<tr>
<td>b. Define priority population(s) and align with mission, vision and goals for diversity and inclusion.</td>
<td>• Track and report ratios of offers to prospective students to acceptance by those students, calculated for relevant demographic groups.</td>
</tr>
<tr>
<td>c. Assess, develop and enhance admissions policies and processes to target diversity and inclusion.</td>
<td>• Track and report the ratio and number of matriculated students, calculated for relevant demographic groups.</td>
</tr>
<tr>
<td>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.</td>
<td>• Evaluate institutional alignment with recruitment and admissions priorities and processes.</td>
</tr>
<tr>
<td>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.</td>
<td>• Evaluate admissions policies, programs and processes to support and sustain diversity and inclusion.</td>
</tr>
<tr>
<td>f. Increase scholarship funding and other resources to support recruitment and retention of a diverse student body.</td>
<td>• Implement enrollment management plan(s).</td>
</tr>
<tr>
<td>g. Enhance collaboration for increased pipeline opportunities for prospective applicants.</td>
<td>• 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.</td>
</tr>
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<td></td>
<td>• Track and report partnerships and collaborations established and maintained by each school/program to support diverse student outreach and recruitment.</td>
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<td>• Track and report presence at national and global diversity-focused recruitment events and activities.</td>
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<td></td>
<td>• Track and report number of faculty and program directors actively engaged in partnerships with diversity-focused academic and professional associations.</td>
</tr>
</tbody>
</table>
GOAL 1

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

- **Strategy 1**: Increase diversity among OHSU students at Schools and affiliates.
- **Strategy 2**: Increase diversity among residents and fellows.
- **Strategy 3**: Increase diversity in the faculty ranks within the OHSU Schools of Medicine, Nursing and Dentistry, their programs and affiliates.
- **Strategy 4**: Increase diversity in the workforce across OHSU missions.
GOAL 2

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.
- **Strategy 2:** Enhance career development, guidance, support and resources.
- **Strategy 3:** Establish and implement best practices for retention.
GOAL 3

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

- **Strategy 1:** Model and demonstrate inclusion.
- **Strategy 2:** Increase cultural awareness and understanding across OHSU.
- **Strategy 3:** Provide an inclusive and accessible environment.
- **Strategy 4:** Implement a university-wide diversity climate reassessment and improvement process, including periodic surveys, diverse focus groups and diversity program inventories.
GOAL 4

Build and enhance community, academic and business partnerships to engage diverse communities in the achievement of OHSU missions.

• Strategy 1: Develop an OHSU-wide diversity engagement plan and annual diversity community report.

• Strategy 2: Engage and partner with community-based organizations to end healthcare disparities.

• Strategy 3: Increase visibility and participation of clinical and research missions at local and national levels.

• Strategy 4: Increase OHSU’s business relationships with minority, women-owned and emerging small businesses (MWESBs).

• Strategy 5: Strengthen relationships with the OHSU Foundation, schools, alumni and other entities to develop and increase diversity scholarships.
GOAL 5

Develop and implement diversity and inclusion **benchmarks** to ensure responsibility and accountability.
Benchmarking is the process of comparing your organization to other organizations that are regarded as having successfully accomplished what your organization wants to achieve.

[Internal and External]
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
Question & Answer

Email additional questions to cdi@ohsu.edu
The Power of Difference Video

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Center for Diversity & Inclusion

Brittany Krake, MDR
Center for Diversity & Inclusion
Ebony Lawrence
Center for Diversity & Inclusion
Vera Lewis
School of Medicine
Billy Martin, PhD
Tinnitus Clinic, Dangerous Decibels
Ismael Meda
OHSU Foundation
Mark Mitchell, MA
School of Dentistry
Nancy Nguyen
School of Medicine
Connie Nguyen-Truong, PhD, RN, PCCN
School of Nursing
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School of Dentistry
Poorav Patel
School of Medicine
Vicky Stormo
Public Safety
Ga-lo Vann
Tinnitus Clinic, Dangerous Decibels
Dean Westwood, MSW
Affirmative Action and Equal Opportunity

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