Strategic Plan for Increasing Diversity 2009-2012
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University of Iowa Carver College of Medicine, 2010
Executive Summary

Background

The University of Iowa Roy J. and Lucille A. Carver College of Medicine (CCOM) is Iowa’s only public medical school and the only institution in the state conferring the medical doctorate (MD) degree. Since it was founded in 1870 as a department of the State University of Iowa, it has operated continuously. Today, the College, along with UI Hospitals and Clinics (UIHC), is nationally recognized for excellence and innovation in medical education, research, and patient care.

Throughout its existence the College has been open to enrollment by men and women on an equal basis, though women have achieved parity or near parity in numbers only in recent years. With respect to racial and ethnic minorities, the picture is less clear. The College began collecting reliable and consistent demographic statistics on the makeup of the student body in the 1970s. In recent years, total minority student enrollment has ranged from 16 to 24 percent, while enrollment by underrepresented minority students has varied from 11 to 16 percent. The most recent figures available for College faculty show all minorities at 14.1 percent of the total, with 3.6 percent of the faculty being underrepresented minorities.

Rationale

American society has struggled with the legal and philosophical underpinnings of efforts to address racial disparities in higher education. Nevertheless, consensus is emerging that cultural diversity promotes learning, inquiry, and engagement. Thus, achieving a critical mass of underrepresented minorities among students, faculty, and staff is coming to be viewed not as a means of redressing social inequality, but as a critical element in building and sustaining a vital scholarly and learning environment. There is, moreover, growing recognition that in a multicultural society, physicians and other health providers must possess the skills to engage professionally and respectfully with people of all racial, ethnic, and social backgrounds; indeed, such skills are among the core competencies required of physicians in the course of their specialty training.

Iowa’s population is largely homogeneous: More than 94 percent of the state’s residents are white, according to U.S. Census Bureau 2007 population estimates. Iowa’s largest minority is its Hispanic and Latino population, followed by African-Americans, people of Asian heritage, and American Indians and native Alaskans. Recruiting underrepresented minority students, faculty, and staff requires the College to cultivate relationships with minority communities both within and beyond Iowa’s borders. Sustaining a critical mass of minorities requires positive efforts to support the success of each individual once he or she arrives on campus.

University of Iowa Carver College of Medicine, 2010
Planning process

The University of Iowa’s longstanding commitment to social equality finds expression in The Iowa Promise, its strategic plan for the period 2005-2010. The Iowa Promise recognizes that “diversity, broadly defined, is essential to the educational experience and central to all parts of the University’s mission.” To foster diversity, the plan calls upon the UI to create a welcoming climate for all members of the University community; build a critical mass of underrepresented faculty, staff, and students; and hold all parts of the University community accountable for achieving these aims. (View the plan’s diversity section online at http://www.uiowa.edu/homepage/news/strategic-plans/strat-plan-05-10/goals/diversity.html.)

As an integral part of The University of Iowa, the Roy J. and Lucille A. Carver College of Medicine aligns itself with The Iowa Promise and holds itself accountable for implementing its strategies. To this end, the College created the position of associate dean for diversity, whose responsibilities include leading the College’s efforts to promote and achieve diversity in the makeup of its students, faculty, and staff.

Accordingly, the associate dean for diversity has updated the University of Iowa Health Care Strategic Plan for Increasing Diversity, which went into effect Jan. 1, 2009, and sets forth UI Health Care’s framework for diversity efforts for three years, through 2012. This plan establishes the rationale, sets goals, defines how success will be measured, and delineates accountability for the College’s departmental and administrative efforts.

The plan embodies the vision:

- UI Health Care will foster an environment where all members of the community feel welcome, and it will be nationally recognized for its innovative and thoughtful approach to diversity initiatives across the enterprise.

The plan’s primary goal is:

- To create an environment of inclusion where individual differences are respected and all feel welcome (UI Health Care Strategic Plan, 2009, Goal No. 5).

It proceeds from the definition:

- UI Health Care defines diversity in the broadest sense to include ethnic and racial diversity, gender diversity, sexual orientation diversity, religious diversity, and other groups that contribute to an appreciation for diversity across the enterprise.

University of Iowa Carver College of Medicine, 2010
Key components of the plan

The College’s departments and administrative units have articulated the goals and strategies they will implement under the plan. Departmental and unit-level plans address any of several areas: Recruitment and pipeline initiatives; retention, mentoring and professional development; climate and diversity education; and curriculum and cultural competency. Representative strategies in each area include:

Recruitment and pipeline initiatives

- Departments and programs will offer short-term research opportunities for underrepresented minorities and women trainees at all levels.

- Departments and programs will develop collaborative relationships with institutions serving minorities and/or National Institutes of Health-funded programs geared towards increasing diversity in biomedical fields.

- Departments will work closely with the College’s dean’s office to understand best practices for identifying and recruiting underrepresented minority and women staff and faculty.

Retention, mentoring and professional development

- Departments and programs will host orientation programs that are welcoming and inclusive of a diverse range of people.

- The College’s dean’s office will facilitate a variety of mentoring and networking opportunities for students, staff, and faculty at all levels.

- The College’s dean’s office will collaborate with departments to provide financial support for underrepresented faculty to participate in national professional development programs.

Climate and diversity education

- Departments and programs will sponsor educational programs designed to inform the community on a wide range of diversity issues.

- Departments and programs will present lectures and symposia on a variety of topics of interest to diverse audiences.

- The College’s dean’s office will carry out annual surveys to measure the climate across the College and in individual departments, and take appropriate action.
Cultural competence and curriculum

• Clinical departments will include clinical cultural competence training as part of new employee orientation programs.

• Departments and programs will address issues of diversity in training programs at all levels (students, residents, fellows, faculty).

• The College’s dean’s office will ensure that basic cultural competence training is available to all departments.

While each department or program will be responsible for identifying success indicators, the dean’s office will track fundamental indicators of success across the enterprise in the following manner:

Recruitment and Pipeline Initiatives: Annual demographic data on UI Health Care students, resident physicians, faculty, staff and post-doctoral scholars.

Retention, Mentoring and Professional Development: Demographic data on the College’s new and total faculty, staff and administrators by department, along with measures of turnover by gender, race/ethnicity and other indicators of diversity.

Climate and Diversity Education: Annual or biennial UI Health Care climate surveys (the first year will provide benchmark metrics for future years).

Cultural Competence and Curriculum Outcomes: Annual or biennial survey of patients and patient satisfaction surveys (the first year will provide benchmark data for future years).

What follows are the goals and strategies elaborated by departments, offices, programs, and other units to carry out the UI Carver College of Medicine’s plan to increase diversity. Each goal is accompanied by clear strategies to achieve it. The departments also have identified specific indicators they will use to assess their progress, as well as the funding or other resources needed to carry out their strategies.
Administration Plans

Office of the Vice President for Medical Affairs
Jean Robillard, MD, vice president for medical affairs

Goals
Across the state, establish firm ties with minority communities, increase awareness of minority health issues, and increase opportunities to facilitate research projects in diverse communities.

Create opportunities for current students and residents to interact with successful physicians.

Strategy
Work with UI Hospitals and Clinics CEO office, the College’s dean’s office, and the Office of Statewide Education Programs to ensure that all UI Health Care and College advisory boards have diverse representation.

Success Indicators
Increased ethnic and racial diversity on all UI Health Care advisory boards.

Goal
Active UI Health Care participation in University of Iowa Human Rights Week events.

Strategy
Host an annual VPMA-sponsored distinguished lecture in honor of Dr. Martin Luther King, Jr. and other UI Health Care-sponsored Human Rights Week events.

Success Indicators
Employee participation in UI Health Care Human Rights Week sponsored events.

Goal
Actively engage in Cedar Rapids/Iowa City corridor diversity programs and events.

Strategy
UI Health Care will become a sponsoring organization for Diversity Focus, an organization designed to enhance the diversity of the corridor area.

Success Indicators
Increased ability to identify professional opportunities for partners and spouses of recruits.
Goal
Early identification of potential underrepresented residents and fellows.

Strategy
The dean's office, through the Office of Cultural Affairs and Diversity Initiatives, will collaborate with the Graduate Medical Education office and the Department of Internal Medicine to participate in national recruitment events.

Success Indicators
Increase in number of residency applications received from underrepresented minority medical students.
Goal
Actively engage senior leaders in implementing the strategic diversity plan to ensure that goals are communicated from the top down.

Strategy
Establish a diversity committee comprised of senior leaders to monitor progress toward the goals articulated in the strategic diversity plan.

Success Indicators
Improved perceptions within the College community, as shown in annual climate surveys, of leadership’s support of diversity initiatives.

Goal
Provide basic diversity/cultural competence training for College employees.

Strategy
The dean’s office, through the Office of Cultural Affairs and Diversity Initiatives, will collaborate with the Office of Equal Opportunity and Diversity to develop enterprise-wide training on key issues related to diversity and inclusion.

Success Indicators
Improved climate across the College as measured by annual climate surveys

Goal
Provide a wide range of diversity education, cultural enrichment, and acclimation programs for members of the UI Health Care community.

Strategy
The dean’s office, through the Office of Cultural Affairs and Diversity Initiatives, will host a variety of diversity education programs and events geared towards members of the UI Health Care Community.

Success Indicators
Increase in number of community members who elect to participate in events; program evaluations.

Goal
Establish mutually beneficial relationships with Meharry Medical College and Florida International University Medical College.
Strategy
The dean’s office will collaborate with Meharry Medical College and Florida International University Medical College on at least one project of interest annually.

Success Indicators
Increase in the number of residency and post-doctoral program applications received from Meharry Medical College students

Quality of interactions with Florida International University Medical College

Feedback from all parties involved in collaborative efforts.
Goals
Increase the ethnic diversity of audiences attending programs hosted by the Office of Marketing and Communications, Division of External Relations

Enhance relationships with the statewide community and specific segments within the community

Educate underserved populations that might not otherwise have access to health and science information

Plant seeds of interest in science and medicine among female and underrepresented minority students

Develop a method to assess the outcomes of our programs.

Strategies
Promote existing educational and community outreach programs—Mini Medical School and Junior Mini Medical School—to diverse audiences locally, statewide, and outside Iowa

Promote Health For Your Lifetime programs to a more diverse audience

Continue to arrange sponsorships and events that support diversity

Strengthen community partnerships and create new ones that will allow for opportunities to increase diversity.

Success Indicators
Increase in participants; distribution of our efforts in a way that addresses community health education, community building, and community-based clinical care in a conscious and deliberate way.

Implementation of programs that focus on issues of known importance to our diverse population.

Participant feedback/assessment.

Evidence of promotional strategies that will broaden our reach to a more diverse population, such as partnering with community organizations that are focused on underserved and underrepresented minority groups.
Goal
Create more awareness of the diverse population that makes up our alumni group and use our publications to help drive diversity efforts on campus.

Strategy
Use our promotional pieces as vehicles to continue to drive diversity efforts on campus.

Success Indicators
Evidence of strategic communications strategy in Iowa Minority Medical Alumni communiqués.

Goal
Provide a venue where current students, residents, fellows, faculty, staff, and alumni (and their families) can come together build relationships with other minority colleagues.

Strategy
Host an annual Minority Welcome Picnic.

Success Indicators
Number of underrepresented minority alumni and student participants

Participant feedback/assessment

Goal
Showcase the College’s commitment to diversity by bringing together the College’s minority alumni to celebrate achievements and build relationships with current students.

Strategy
Hold an annual Iowa Minority Medical Alumni Reunion, inviting back all minority MD degree alumni during Homecoming Reunion Weekend.

Success Indicators
Number of underrepresented minority alumni engaged in volunteer programs.

Consciously coordinate our program to cover the areas of social/relationship cultivation, education, and community building.

Evidence of the plan’s communications strategy in Iowa Minority Medical Alumni communiqués.

Participant feedback/assessment
Goal
Secure nominations for the College’s Distinguished Alumni Awards from a wider, broader audience.

Strategy
Diversify, in terms of age, gender, ethnicity, clinical interest and geographical area, the College’s pool of award candidates. Nominations have traditionally been solicited through campus-wide mailing and alumni communication, but strategic placements will hopefully yield a more diverse pool of candidates.

Success Indicators
Increased number of nominations for underrepresented minority candidates.
Evidence of promotional strategies focused on underrepresented minority nominators.

Goal
Identify a diverse group of alumni to host CCOM students as they travel for residency interviews.

Strategy
Help Our Students Travel (HOST) Program.

Success Indicators
Review information at the end of each HOST season to make note of the diversity of the alumni and students involved.

Goal
Build an archive of interviews that represents the diversity of the College’s faculty, alumni, and student body, achieving an appropriate balance of individuals in terms of gender, racial and ethnic heritage.

Strategy
Include more diverse alumni, faculty, and students in profiles published biweekly on the College’s Web site and displayed on posters throughout the College.

Success Indicators
Faculty Profiles: Represent every discipline within the enterprise throughout the year, and never represent the same department twice in one month; represent the scope of faculty experience by intentionally highlighting new, young faculty as well as more seasoned members.
Alumni Profiles: Represent as many medical specialties as possible throughout the year.

Student Profiles: Represent all of the College’s degree programs, alternating regularly between MD, PA, and PT students, PhD candidates, etc.

Goal
An Alumni Advisory Board that reflects a diversity of ages, genders, ethnicities, clinical interests, and geographic representation to better support new and established diversity efforts within the College.

Strategy
Ensure that the board is representative of the College as a whole in gender, ethnicity, discipline, background, class years, and clinical interests.

Success Indicators
Number of participants involved in campus and alumni-driven diversity efforts, such as minority medical alumni events and any other new programs launched.
Goal
Retain and develop outstanding underrepresented minority and female faculty.

Strategy
The dean’s office, through the Office of Faculty Affairs and Development, will coordinate faculty participation in appropriate professional development programs, i.e., Association of American Medical Colleges (AAMC) Minority Faculty Development Career Seminar, Executive Leadership in Academic Medicine, AAMC conferences for junior and mid-career women.

Success Indicators
Faculty of color and female faculty will be successfully mentored to tenure.
There will be few, if any, changes from the tenure track to the clinical track.
Retention of women and minority faculty will be at 95 percent.

Goal
Ensure that College communicates diversity values to all new faculty members.

Strategy
The dean’s office, through the Office of Faculty Affairs and Development, will invite a representative from the Office of Cultural Affairs and Diversity Initiatives to present information during new faculty orientation (typically held twice a year).

Success Indicators
Percentage of new faculty attending orientation.

Goal
Develop a safe place for women to obtain career advice, meet new people, and identify potential mentors and collaborative opportunities.

Strategy
The dean’s office, through the Office of Faculty Affairs and Development, will facilitate monthly networking opportunities for women faculty in the College.

Success Indicators
Evidence of networking within the College.
Ability to identify issues in order to initiate proactive responses.
New programs to help female faculty succeed.
Goal
Create a local networking and professional development opportunity for female faculty associated with one of the UI health science colleges.

Strategy
The dean’s office, through the Office of Faculty Affairs and Development, will coordinate an annual symposium for female faculty.

Success Indicators
Evidence of stronger networking and multidisciplinary learning opportunities for female faculty.

Goal
Ensure individual faculty accomplishments are acknowledged appropriately.

Strategy
The dean’s office, through the Office of Faculty Affairs and Development, will coordinate recognition programs for all faculty in conjunction with individual departments and their executive officers.

Success Indicators
Ongoing recognition of faculty upon promotion.

Increased participation from faculty in identifying nominees for various awards.

Goal
Identify a cadre of faculty members and administrators who are willing to serve on faculty and administrator search committees, then train them in best practices for conducting inclusive searches.

Strategy
The dean’s office, through the Office of Faculty Affairs and Development, will work with the Office of Human Resources, Office of Cultural Affairs and Diversity Initiatives, and the Office of the Provost to develop a comprehensive training program for conducting inclusive faculty and department head searches.

Success Indicators
Recruitment of female and minority candidates to positions of leadership.
Goal
Develop a list of productive and cost-effective resources for departments to use in identifying and recruiting women and underrepresented minorities.

Strategies
Determine which advertising sources effectively and efficiently attract underrepresented applicants.

Assess a sample of Professional and Scientific (P&S) recruitments that required targeted advertising and analyze information provided by the applicants about where they learned of the opening (i.e. newspaper, job line, professional organization, targeted advertising, etc.).

Assess advertising expenses to determine cost effectiveness.

Success Indicators
Identifying effective recruiting resources that result in more diverse applicant pools.

Goal
Increase the cultural competence of P&S research laboratory staff members.

Strategies
Develop a cultural competency program to increase awareness of cultural norms/backgrounds of staff members working in collegiate research laboratories.

Determine the cultural backgrounds of laboratory staff to steer program development.

Select a small sample to develop initial competencies and implement on a pilot basis.

Determine the best way to present the programming.

Assess what worked well in the pilot program and incorporate lessons learned into other competencies as they are identified and developed.
Success Indicators
Staff members’ increased awareness and understanding about the cultural backgrounds of others working in research labs.

Goal
Increase the cultural competence of staff members (merit and P&S) in Medicine Administration.

Strategies
Develop a cultural competency program to increase staff member awareness about the cultural norms/backgrounds of staff, students and visitors, which will result in better customer service and better cross-cultural communication.

Identify appropriate cultural programs to present.

Determine the types of training that would be most effective in communicating cultural information.

Obtain feedback from initial programs to incorporate and improve future offerings.

Success Indicators
Improved knowledge and understanding of other cultures/backgrounds.

University of Iowa Carver College of Medicine, 2010
Goal
Maintain diversity in each entering class, paying particular attention to those groups underrepresented in medicine.

Strategy
The dean’s office, through the Office of Student Affairs and Curriculum, will engage in a wide range of recruitment activities to increase the quality and quantity of MD applications received from groups traditionally underrepresented in medicine. Activities will include:

- Visiting select colleges and universities and participating in recruitment fairs, pre-med club meetings, minority organization meetings, and other developmental programs for students.

- Attending regional and national minority organization recruitment fairs such as those organized by the Student National Medical Association (SNMA), the AAMC, and NIH-sponsored summer programs.

- Sending a mailing to select applicants identified by their Medical College Admission Test (MCAT) score and their membership in the Medical Minority Applicant Registry (Med-MAR).

- Identifying minority organization advisors at Regents institutions and inviting them, along with students they identify as prospective medical students, to visit campus for the PreMed Conference.

- Following up with students who have submitted an American Medical College Application Service (AMCAS) application and encouraging them to complete an application to the College.

- Working with the UI Center for Diversity and Enrichment to identify UI students who should attend the PreMed Conference.

- Collaborate with SNMA members to call prospective students, host students overnight for their interviews, and talk with groups of interviewees.

- Offer interviewees who have an interest in diversity issues a specific interview date and additional programming to become better acquainted with the College’s environment and opportunities.

- Provide a stipend of up to $150 to defray the cost of the interview.
• Ensure that all student panels for a range of recruitment programs include diverse representation of students.

• Provide a stipend of $425 to all underrepresented minority and other recruited students to defray the cost of attending Get Acquainted Day, an event for admitted students.

• Host academic advisors from institutions with a high percentage of minority students for two-day visits to the College.

• With Financial Services staff, put together competitive financial aid packages.

• Follow up with admitted students by phone and e-mail throughout the cycle to assess and sustain their interest in the College.

• Collaborate with the Office of Cultural Affairs and Diversity Initiatives at all stages of the student recruitment process.

• Explore with faculty and the Office of Cultural Affairs and Diversity Initiatives opportunities to enhance relationships with Iowa colleges and universities that have minority students interested in medicine (e.g. Grandview College).

• Recognize and reward SNMA student members for supporting the admissions process.

• Maintain a diversity link on the OSAC Web site that will offer up-to-date information on resources and the environment.

Success Indicators
Increased number of applicants from diverse backgrounds who interview and matriculate.

Goal
Early identification of potential MD students from underrepresented minority groups.

Strategies
The dean’s office, through the Office of Student Affairs and Curriculum (OSAC), will engage in a variety of pre-college pipeline strategies, including:

• Providing a staff liaison to the Center for Diversity and Enrichment who can be a resource and speaker for special groups of underrepresented minority high school students visiting the University.
• Participating in honors, undergraduate admissions, College of Engineering and Belin-Blank programs.

• Participating in group visits by high school students and others as arranged by UI Health Care Marketing and Communications.

Success Indicators
Number of visits and students contacted.

Percentage of contacts who apply.

Goal
Graduate 100 percent of the underrepresented minority students who matriculate.

Strategy
The dean’s office, through the Office of Student Affairs and Curriculum, will engage in efforts to retain underrepresented students such as:

• Providing funding for SNMA, Med Iowa’s Queer Students (MEDIQS), and the Gay, Lesbian, Bi-sexual, Transgender (GLBT) student organizations.

• Conduct semiannual minority student focus groups, using an outside facilitator.

• Provide funding for SNMA to host a welcome barbeque for underrepresented students and their families during orientation.

• Provide annual funding and support for the SNMA mentoring program, which offers an opportunity for newer students to receive both social and academic support from upper-class students.

Success Indicators
Graduation rates.
Department, Center and Program Plans

**Collaborative Basic Science/Biosciences Program Efforts**

**Goal**
Actively engage basic science faculty in intra-departmental diversity efforts.

**Strategy**
Appoint a basic science faculty diversity committee to coordinate and monitor diversity programs.

**Success Indicators**
Feedback from faculty.

Base training grant renewal on faculty members’ active involvement in diversity efforts.

**Goal**
Increase UI biosciences/basic science program’s national profile among minority candidates.

**Strategy**
Send basic science faculty members to serve as judges at annual diversity research conferences.

**Success Indicators**
Increase in number and quality of applications received from underrepresented minority students who attended one of the minority recruitment conferences.

*University of Iowa Carver College of Medicine, 2010*
Anatomy and Cell Biology
John Engelhardt, PhD, department head

Goal
Recruit and retain underrepresented students and post-doctoral candidates to achieve increased gender, ethnic, and racial diversity in the department.

Strategies
Identify and recruit underrepresented minority students earlier to engage them in the Biosciences Recruitment Weekend.

Aggressively pursue minority supplements to existing NIH grants.

Make contacts within the community by promoting, supporting and utilizing resources such as the International Center, graduate student groups, preferred houses of worship, welcoming and inclusive activities, etc.

Appoint and support a faculty member in the department to spearhead and coordinate diversity recruitment and retention efforts.*

Develop a relationship with the American Society for Cell Biology’s Minority Affairs Committee to raise the department’s profile with underrepresented minorities.

In conjunction with the other basic science departments, participate in visits by directors and faculty in the Minority Access to Research Careers (MARC) programs to increase their awareness of the UI.

Increase Iowa’s profile at conferences, such as the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) and the MARC programs, by sending faculty to attend and/or present at these meetings.

*Note: There are now two department faculty members in administrative recruitment positions for large graduate programs in the College: Dr. Jackie Bickenbach, director of the Molecular and Cellular Biology Program, and Dr. Robert Cornell, associate director of the Biosciences Program. These two leaders will play a critical role in enhancing underrepresented minority student recruitment to these programs.

Success Indicators
Increased numbers of underrepresented minority postdoctoral and graduate students in the department.

University of Iowa Carver College of Medicine, 2010
**Biochemistry**  
*Charles Brenner, PhD, department head*

**Goals**  
Provide opportunities for female and underrepresented minority students to explore whether scientific research is compatible with their talents and interests.

Provide opportunities for students to develop professional and technical skills (e.g., computer data analysis, public speaking, technical writing, and presenting work in poster format).

**Strategy**  
Biochemistry faculty will continue to provide research opportunities in their labs for underrepresented minority trainees at all levels, through a variety of internal and external programs such as Iowa Biosciences Advantage, Upward Bound, and the Summer Research Opportunity Program.

**Success Indicators**  
Increased numbers of underrepresented minority students matriculating into graduate programs in biological/biomedical sciences and/or obtaining a job in these fields.

**Goal**  
Identify and recruit exceptional female and underrepresented minority students to the UI biochemistry program.

**Strategy**  
Collaborate with other basic science departments to send at least one faculty member each year to a research conference geared toward underrepresented minorities.

**Success Indicators**  
Increase in the number of underrepresented minority student and female applicants who indicate participating in one of the national research conferences.
**Dermatology**

*Janet Fairley, MD, department head*

**Goals**
Increase the racial and ethnic diversity of the UI Department of Dermatology’s residency program, which will help diversify its fellowship program and faculty composition.

At least 75 percent of underrepresented minority candidates who accept interview invitations for residency will actually interview at the department.

**Strategies**

Improve communication to present a favorable view of diversity within the department, the UI, and the Iowa City community to residency program applicants.

Update the department’s Web site to include composite images that show the actual diversity that is here and links to Web sites highlighting diversity in the community.

Include publications pertaining to diversity in the information packets sent to all residency candidates invited for on-campus interviews. Publications will be selected by the Office of Cultural Affairs and Diversity Initiatives and may represent program areas such as inclusive communities, the Council on the Status of Latinos, the Women’s Resource and Action Center and disability services, as well as publications on the arts and general information about the Department, the Carver College of Medicine, the UI and Iowa City community.

The Office of Cultural Affairs and Diversity Initiatives will contact individual applicants who identify themselves as underrepresented minorities and who accept interview invitations to express the department’s enthusiasm for their upcoming visits and offer to answer any questions they might have.

Collect data for several years on the number of students who identify themselves as underrepresented minorities during the application process, as well as the number who are offered interviews, who accept interviews and who actually attend the interview.

**Success indicators**
Increased numbers of underrepresented minorities who apply and are invited to, accept, and attend the interview.

Additional refinements of this process will be enacted for FY 2010, based on experience in this applicant year.
**Emergency Medicine**  
*Andrew Nugent, MD, interim department head*

**Goals**
Increase the diversity of faculty, staff, students, and trainees in the Department of Emergency Medicine.

Increase the percentage of underrepresented minority faculty members and include more diverse input into problem-solving in the department.

**Strategies**
The Department of Emergency Medicine’s strategies are geared towards recruitment programs and curriculum/cultural competency initiatives. Accordingly, the department will:

- Advertise open positions in a broad range of online and print media to attract a diverse applicant pool.
- Include diversity/cultural-competency training in its curriculum.
- Include diversity/cultural-competency training in its new-hire orientation.
- Support efforts by outside organizations (such as the Society for Academic Emergency Medicine) to attract minorities into emergency medicine education programs.

**Success Indicators**
Increased diversity among both applicants and new hires, as shown by hiring data (gender/ethnicity self-reported data).
Goal
Recruit a diverse range of residents to our residency program.

Strategy
The Department of Family Medicine will collaborate with Graduate Medical Education (GME) to send departmental representatives to the Student National Medical Association (SNMA) Conference.

Success Indicators
Increased awareness of our residency programs among diverse medical school populations.

Increased applications from these populations to our residency programs.

Goal
Achieve a climate in the department that is more accepting of diversity and more welcoming to diverse members.

Strategy
Ask each member of the department—faculty, residents, fellows, and staff—to take one or more of Project Implicit’s web-based Implicit Association Tests (IAT), which give interested individuals a tool to gain greater awareness about their own unconscious preferences and beliefs. Follow up appropriately based on results.

Success Indicators
Greater personal awareness of hidden biases.

More welcoming environment within the department for people of diverse backgrounds, as shown by recruitment and retention numbers as well as cultural climate data, broken down by department, collected by the dean’s office.
**Heart and Vascular Center**

*Deann Montchal, RN, MBA, center administrator*

**Goals**

To become an employer of choice for talented professionals of all gender, ethnic, and racial backgrounds.

A minority attrition rate in the Heart and Vascular Center that is lower than the overall attrition rate.

Increased percentage of diverse staff members each year.

**Strategies**

Collaborate with the Departments of Internal Medicine and Surgery (Vascular) and inpatient Intensive Care Units 4JCW and 4RC to coordinate recruitment efforts, recognition/rewards, and professional development programs.

Collaborate with the above-mentioned departments and units to cultivate an environment that attracts and nurtures a diverse, tolerant, and engaged body of employees. Specific initiatives will include:

- The department’s Rewards and Recognition Program will reward employees for participating in activities that directly promote diversity within the organization.
- Build diversity/cultural competency training into the department’s new-hire orientation process.
- Offer scholarships for up to three staff members per year to attend medical Spanish classes.
- Use a broad range of advertising and networking avenues to broaden faculty and staff candidate pools.

**Success Indicators**

Reduced attrition rate of underrepresented minorities.

Increased number of staff and faculty members from underrepresented minority groups.

More staff members who are able to converse with patients in Spanish.
Internal Medicine
Mark E. Anderson, MD, PhD, department head

Goal
Appropriate increases in underrepresented minority residents, fellows, faculty, and staff over the next three years.

Strategies
The Department of Internal Medicine will continue to provide support for the diversity office created in 2006. This office is charged with fostering an environment that is welcoming and supportive of a diverse and culturally competent program. Examples of current departmental recruitment efforts include:

- Meeting with diverse candidates and organizing special recruitment weekends to welcome diverse resident applicants.
- Meeting with diverse fellow, faculty, and staff recruits.
- Organizing recruitment booths and sponsoring attendance at national meetings geared toward minorities, such as SNMA and the National Hispanic Medical Association (NHMA).
- Collaborating with UI Diversity Outreach efforts and organizing visits for minority elementary and high school student groups.
- Organizing a yearly dinner with minority CCOM students and regular meetings with CCOM SNMA and diversity leadership groups to underscore the department’s interest in recruiting them for residencies.

Examples of current retention and outreach efforts include:

- Organizing regular career development seminars for minority residents, international graduate residents, fellows, faculty, and staff as well as Women in Medicine career development seminars, with senior, prominent speakers. These take place two to four times a year.
- Meeting individually on a regular basis with diverse faculty and trainees to provide support and networking.
- Since 2007, sponsoring a yearly diversity leadership conference for the UI.
• Internal Medicine Diversity Officer Nicole Nisly, MD, has served on the UI Charter Committee on Diversity as co-chair and member since 2006. Dr. Nisly has been a member of the Collegiate Diversity Group since 2007 and served as interim chief diversity officer and associate president for the University of Iowa January-June 2010.

Future efforts will include:

• Collaborating with International Programs to create a special welcome and cultural training program for international medical graduates, with an emphasis on cultural competency.

• Creating a peer support program in which fellows and senior residents mentor and support their junior peers, with a focus on underrepresented minority residents and fellows.

• Require cultural awareness and competency training for all incoming faculty and for all department faculty involved with promotion or leadership.

• Require cultural competency training for all residents and fellows.

• Collaborate with nursing and interpreter services to pilot culturally competent care programs in Department of Internal Medicine patient units.

• Create a “service pathway” for residents who are interested in practicing with underserved and minority populations, to allow them to focus on that specific career path throughout their three-year residencies.

These efforts will be assessed yearly and presented at a national meeting.

Success Indicators
Increase in the number of underrepresented minorities in the Department of Internal Medicine over next three years.

A change in climate, as demonstrated by climate surveys and personal interviews, to one where underrepresented minority professionals and trainees feel they belong and are part of the community.

Cultural competency becomes part of the department’s culture, as demonstrated by test and score evaluations, the availability of cultural competency training programs or all faculty, staff and trainees, and the training requirement for leaders.
Medical Scientist Training Program
Steven Lentz, MD, PhD, program co-director
Pamela Geyer, PhD, program co-director

Goal
Increase in the quality, quantity, and diversity of each matriculating class.

Strategies
Partner with Minority Access to Research Careers (MARC) directors to expose them and their students to training opportunities, specifically MD-PhD, in the Carver College of Medicine.

Use the Community for Advanced Graduate Training (CAGT) database to identify students enrolled in MARC programs across the country, then send them information about our Medical Scientist Training Program (MSTP).

Send faculty to MARC program schools (we will begin with University of Arizona and University of New Mexico) to give presentations and speak with students about our MSTP.

Success Indicators
An increase in the number of identifiable minority candidates who apply, interview, are accepted, and matriculate, as compared with historical data as well as national norms outlined by the American Association of Medical Colleges regarding MD/PhD applicants.

Review information from recently-initiated surveys that assess applicants’ experiences at The University of Iowa. They include an exit survey about applicants’ impressions of their interviews, and surveys of applicants who were offered a position but chose to go elsewhere.

Goal
Increase the quality and quantity of female and minority applicants to the MSTP.

Strategies
Introduce female and minority candidates to opportunities to MSTP opportunities at the Summer Undergraduate MSTP Research (SUMR) Program.

Use the CAGT database to identify students in MARC programs across the country for targeted mailings about our SUMR Program and MSTP.

Continue to use this data to improve the SUMR Program and enhance its effectiveness in attracting participants to Iowa for future training.

Continue to survey participants about what they do after graduating from college.

University of Iowa Carver College of Medicine, 2010
**Success Indicators**

Applicant pool data that is routinely updated with the number of identifiable minority applications received and the number matriculated. These data will be compared with historical data. We have already surveyed our SUMR students at each year of the nine-year program to ask about their experience at Iowa.

An increase in the number of identifiable female and minority candidates who apply and matriculate, as compared with historical data that includes American Association of Medical Colleges national norms regarding MD/PhD applicants, as well as SUMR student surveys.
Goals
Appropriately increase the number of new female or minority faculty members each year.

Build on our record of progress in the percentage of women and minority speakers at departmental seminars.

Strategies
We use invited speaker events as a way to showcase the opportunities here, educate them about the department, the College, the University of Iowa and the Iowa City community. Therefore, in an effort to increase the pool of female and minority candidates interested in a career here, our department will increase the number of women and minority individuals invited to give departmental seminars.

Success Indicators
Increased level of diversity among the department’s invited seminar speakers

More women and minorities successfully recruited.

Goal
Generate a pool of female and minority graduate students and postdoctoral fellows who intend to permanently join our department and/or study biomedical science.

Strategy
Increase the number of women and minority Co-op Exchange students. Educate Co-op Exchange Program students about the department, CCOM, the University and the surrounding Iowa City community.

Success Indicators
Increased number of female and minority students and postdoctoral fellows in our department

Increased participation in programs designed to promote diversity.
Neurology
George B. Richerson, MD, PhD, department head

Goal
Foster a climate that is welcoming and supportive of health professionals and students from diverse backgrounds to enhance their recruitment and retention in the Department of Neurology.

Strategy
Through the Department of Neurology’s Diversity Committee, organize at least three programs each year to promote and encourage enhanced cultural understanding across the entire spectrum of gender, ethnic, racial, religious, and sexual orientation diversity.

Success Indicators
An increase in the number of applicants and hires that are women or underrepresented minorities.
**Obstetrics and Gynecology**
*Kimberly Leslie, MD, department head*

**Goal**  
Our medical students and current health practitioners will be aware of the cultural differences and needs of an international community of patients and their families.

**Strategy**  
Third-year medical students will receive a didactic session on cultural competency in obstetrics and gynecology during each clerkship block.

**Success Indicators**  
Student scores on pre- and post-lecture tests designed to measure their cultural competence.
Goal
 Appropriately increase the number of female and racially/ethnically diverse faculty and staff.

Strategies
Encourage underrepresented groups to apply for positions.
Seek out organizations with career services that are dedicated to serving minorities or defined racial, ethnic, or gender-specific populations.

Success Indicators
Periodically review the gender and racial distribution of faculty and support staff.
Orthopaedics and Rehabilitation
Joseph Buckwalter, MD, department head

Goal
Continue the Department of Orthopaedics and Rehabilitation’s efforts to recruit women and underrepresented minorities as faculty members, resident and fellow physicians, and professional and scientific staff.

Strategies
Continue advertising faculty positions nationally in prominent orthopaedic journals and on Web sites directed toward women.

Send letters to department chairs and fellowship programs across the country, including culturally diverse institutions such as Howard University, soliciting applications.

Continue to invite residency candidates who represent diverse gender, ethnic, racial, geographic, and educational backgrounds to interview for our six resident physician positions.

Continue to match candidates with current residents to introduce them to the UI and Iowa City community.

Continue to recruit underrepresented minority candidates for professional and scientific positions using advertisements in publications or web sites aimed at the relevant demographics, as identified by the UI Office of Equal Opportunity and Diversity.

Success Indicators
Increased number of female and culturally diverse applicants for faculty, resident, fellowship, and professional and scientific positions.

A more culturally diverse composition of the resident and fellow matches for the Department of Orthopaedics and Rehabilitation

Goal
Retain female and culturally diverse faculty members through mentoring and professional development.

Strategy
Assign one or more faculty members to serve as mentors to each new faculty member and provide guidance and support.

Success Indicators
New female and culturally diverse faculty members who receive positive performance appraisals and positive student evaluations.
**Goal**
Ensure a welcoming and supportive climate for individuals from diverse backgrounds.

**Strategies**
All new members of the department who are subject to HIPAA are required to take the UI Hospitals and Clinics Compliance/Competency course on cultural diversity.

Encourage all other staff members to attend a meeting focused on cultural diversity.

Offer faculty the opportunity to enhance their cultural competency through use of the American Academy of Orthopaedic Surgeons Diversity Committee's “Are You Culturally Competent?” DVD course.

**Success Indicators**
Positive evaluations from culturally diverse patients of their treatment in the Department of Orthopaedics and Rehabilitation.

**Goal**
Advance our local and national reputation as being a welcoming environment for all by attracting faculty and students who are interested in advancing diversity.

**Strategy**
Establish visiting professorship and clerkship for individuals interested in advancing diversity in orthopaedics.

**Success Indicators**
Established Jackson Steindler Medical Student Clerkship in 2009; first students will arrive in August 2010.

First visiting professor scheduled to arrive in spring or summer 2010.
Goal
Appropriate increase in the gender, ethnic, and racial diversity of faculty and trainees.

Strategy
Increase the diversity of residents, fellows, and medical students, groups that are pipelines for faculty recruitment.

Encourage medical students with diverse backgrounds to enter the field of otolaryngology.

Success Indicators
We will assess diversity within our faculty and resident ranks annually.

We will also measure the number of diverse medical students that choose to pursue elective rotations in otolaryngology.
Pathology
Barry De Young. MD, interim department head

Goal
An appropriate increase in the number of women and underrepresented minorities by 2015, and a professional environment that welcomes and supports diversity.

Strategies
The Pathology Department will collaborate with other departments such as Internal Medicine and Surgery and the CCOM Office of Cultural Affairs and Diversity Initiatives on the following diversity strategies:

- Leverage a broad range of advertising and networking avenues to increase our candidate pools for faculty, trainee, and staff positions.

- Celebrate/recognize diversity within the department during the annual National Medical Laboratory Professionals Week.

Success Indicators
Annual assessments of faculty makeup.
Goal
Increase the gender, racial and ethnic diversity of faculty, staff and trainees.

Strategies
Foster a climate that is welcoming and supportive of health professionals, support staff and trainees of diverse backgrounds.

Emphasize our commitment to diversity in faculty, staff, and trainee recruitment by interviewing all qualified applicants from underrepresented groups.

Provide strong mentoring and networking opportunities for minority and female faculty members and trainees to facilitate retention.

Assure access to first-rate health care for children of underrepresented minority faculty, staff and trainees.

Encourage minority patients and others to pursue scientific studies and consider careers in science and health professions.

Identify barriers to careers in the health sciences for students from underrepresented groups, and look for opportunities to reduce or eliminate them.

Provide all Department of Pediatrics faculty with a copy of “Enhancing the Diversity of the Pediatrician Workforce,” the 2007 statement of the American Academy of Pediatrics and strongly encourage them to study it carefully. (http://aappolicy.aappublications.org/cgi/content/full/pediatrics;119/4/833),

Success Indicators
A more diverse group of faculty, staff and trainees, as measured against baseline departmental demographic data.

Other reference standards will be the gender, racial and ethnic composition of the Carver College of Medicine as a whole, the population of Iowa, and the U.S. population. Increasing diversity will require equal emphasis on recruitment and retention.


**Pharmacology**  
*Curt D. Sigmund, PhD, department head*

**Goal**  
An appropriate increase in the quality and quantity of applications received from underrepresented minorities and women.

**Strategies**  
Send faculty to visit targeted institutions to give research and recruitment talks, and to host visits by minority advisors from Minority Access to Research Careers programs (MARC), historically black colleges and historically Hispanic-serving colleges.

Send personalized mailings, including a tailored brochure, to female and underrepresented minority applicants identified through GRE test service.

Redesign departmental Web site to highlight graduate student recruitment.

Develop advertisements for minority scientist Web sites such as Annual Biomedical Research Conference for Minority Students (ABRCMS), the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) and Just Garcia Hill.

Involve faculty in the Iowa Summer Research Opportunities Program, the Iowa Biosciences Advantage Program, and the Robert E. McNair Scholars Program.

Collaborate with other basic science programs to send one faculty member and all underrepresented minority students to the ABRCMS and SACNAS meetings every year.

Develop, with other basic science departments, a two- to three-day program to use when program directors and minority advisors from targeted institutions visit.

**Success Indicators**  
Higher quantity and quality of students who visit and matriculate into program.

**Goal**  
Increase the number of underrepresented minority students who accept offers to matriculate into the pharmacology program.

**Strategy**  
Provide a recruitment experience that will assure these applicants that they will be comfortable and supported in the department, institution, and community.

**Success Indicators**  
Increase in the number of students who accept offers.
**Physical Therapy and Rehabilitation Science**

*Richard K. Shields, PhD, program director*

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**Goal**
Increase the quality and quantity of outstanding minority students within the Graduate Program of Physical Therapy and Rehabilitation Science (PT).

**Strategies**
Develop a partnership with the College to co-sponsor one to two outstanding minority students each year to defray the cost of out-of-state tuition.

Sponsor an annual “PT As Your Future Day” and target all colleges and universities in Iowa, neighboring states, and local high schools with an emphasis on diversity.

Participate in the annual Graduate College campus visit program and maintain contact with the outreach and recruitment officer at the UI Graduate College Office of Graduate Ethnic Inclusion.

Start annual visits to pre-physical therapy clubs at all Iowa institutions and target underrepresented students.

**Success Indicators**
An appropriate increase in minority student enrollment over the next five years.

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**Goal**
Within the next five years, have one outstanding minority student receive a National Minority Award from the Foundation for Physical Therapy.*

**Strategy**
Increase enrollment of outstanding minority students and nominate them for this national award (see goal and plan above).

**Success Indicators**
At least one award winner from Iowa every five years.

*As of this writing, the PT program has never had a recipient of this prestigious national award recognizing minority students in physical therapy.*

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*University of Iowa Carver College of Medicine, 2010*
**Physician Assistant Program**
*David Asprey, PhD, program director*

**Goal**
Appropriate representation of students from diverse backgrounds in each class.

**Strategies**
Recruit from diverse populations.
Provide travel funds to minority applicants for admission interviews.
Offer tuition support.

**Success Indicators**
Increased number of applications from diverse populations
Increased number of matriculated students from diverse populations.
Goals
Increase cultural competence among research and clinical staff by introducing and developing recovery-focused care concepts.

Increase psychiatry residents’ cultural competence through updated lectures about community diversity.

Familiarize all clinical staff with the American Psychiatric Association’s document, “10 Things You Can Do To Eliminate Ethnic and Racial Disparities in Mental Health.”

Strategy
The Department of Psychiatry will collaborate with the UI Behavioral Health Operations Group.

Success Indicators
To be determined by department.
Radiation Oncology  
John Buatti, MD, department head

Goal  
Close the service gap for minority patients and expand their understanding of their cancer and radiation therapy treatment.

Strategies  
Prioritize communication with our minority patients by pursuing the following strategies:

- Ensure that it is noted on a patient’s appointment when an interpreter will be needed. Ensure that the appropriate interpreter is scheduled to be in clinic for the patient’s appointment.

- Survey departmental staff about second language skills to serve as immediate internal resources when needed to assist patients or families.

- Work with Cancer Information Services (CIS) and Interpreter Services to translate department-specific educational information into other languages.

- Translate our consent forms and discharge information.

- Work with the Holden Comprehensive Cancer Center faculty and staff to promote educational forums for populations that may not normally have access to cancer detection information.

- Expand pool of qualified staff by advertising open positions with minority professional societies.

Notes: Departmental written information has been reviewed and an effort has been made to keep this at an eighth grade reading level. This is consistent with the human subjects requirement for informed consent documents.

CIS currently has information on cancer types, disease process, treatment options and coping mechanisms in Spanish. They also have the ability to download information on cancer types in most Asian languages.

Success Indicators  
Better scheduling, availability and effectiveness of interpretation services.

Better and/or more extensive document translation.

Increased number of minorities in department’s applicant pools.

University of Iowa Carver College of Medicine, 2010
Goal
Recruit and retain a diverse faculty by increasing the gender and ethnic diversity of the department’s residency and fellowship programs.

Strategies
Build on the department’s success in recruiting a diverse faculty through national advertising in journals and Web sites targeted to women and minorities.
Actively seek underrepresented candidates at national conferences through personal conversations and follow-up.
Employ one-on-one recruiting efforts, asking current resident physicians to introduce applicants to the UI and Iowa City community and to discuss the various opportunities for social interaction in the community.
To foster retention, mentoring, and professional development, continue assigning mentors to new faculty members.
Continue providing opportunities for international faculty members to improve their English language and communication skills.
Continue to encourage participation in the Teaching Scholars Program and other radiology-related career development courses and programs.

Success Indicators
To be determined by department.

Goal
Improve the cultural climate for minority individuals in the Radiology Department.

Strategies
The department’s vice chair of education will work with residency, fellowship, and clerkship program directors to include diversity awareness in their curricula.
Continue requiring all house staff to attend UI Hospitals and Clinics educational sessions.
Provide search committee members with education materials to increase their diversity awareness and cultural competence.

Success Indicators
To be determined by department.
Goals
The Department of Surgery will continue to foster an environment where all members of the community feel welcome, and will embrace enterprise-wide diversity initiatives as well as develop its own thoughtful approaches.

The department will recruit and retain qualified and diverse faculty, staff, students, and trainees.

Strategies
Proactively recruit qualified minority applicants through outreach to appropriate professional organizations and media through targeted advertisements.

Offer all candidates the opportunity to meet with the associate dean for diversity.

To support retention, continue the department’s structure of formal and informal group and individual meetings, which promote dialogue and help address individual needs and challenges as they arise.

Promote and facilitate access to educational and cultural programs offered by the Office of Cultural Affairs and Diversity Initiatives, the UI, and the Iowa City community.

Maintain an ongoing dialogue with the Office of Cultural Affairs and Diversity Initiatives about best practices related to diversity.

Success Indicators
Compare the number and quality of female and minority applicants with the number and quality of female and minority applicants recruited.

Results from the Dean’s Office climate survey will be reviewed as an indicator of the department’s success in maintaining a welcoming environment.
**Goals**
Recruit qualified female and minority faculty, residents, and research personnel to work in urology in general and specifically in this department, while providing the best possible medical service, teaching, and research.

**Strategies**
Add female and minority faculty to our faculty.

Recruit female and minority residents to the urology specialty.

Participate in cooperative ventures with UI Health Care to provide health care to underserved populations in our state.

**Success Indicators**
Compare the number and quality of female and minority applicants with the number and quality of female and minority applicants recruited.

Measure the resident match outcomes.

Measure translational research contributions.

Measure in-service test scores of our residents.

Monitor urologic health trends across the state of Iowa.