



Office of Diversity and Inclusion

2023-2024 Strategic Plan

EXECUTIVE SUMMARY: A Message from the Chief Diversity Officer

Thank you for welcoming me into this inaugural role with warm energy in August 2022. I arrived at BCOM at a wonderful turning point, and I stand on the shoulders of all employees and students who have done the challenging and often invisible diversity, equity, and inclusion work here on campus before the CDO position was created. The Administration and the Diversity Council worked diligently to compile an application package that reported on the myriad of campus wide DEI initiatives and accomplishments over the past year. The result was distinguished recognition for BCOM, announced in November as a recipient of the 2022 HEED (Higher Education Excellence in Diversity) Award for Health Professions from Insight to Diversity Magazine. Congratulations!

Another timely turning point was the release of the results of the Modern Think Employee Engagement Survey. With that, I had the perfect opportunity to meet, greet and survey essentially every department and every employee as a stakeholder within my first 100 days in office as we analyzed the results and gleaned feedback. Most importantly, I listened and learned. Those facilitated communications coupled with my numerous authentic conversations with both individual employees and students alike created the space for organic shared governance in the development of this DEI strategic plan.

My vision is built on a recognition of our current progress and a call to action to not rest on our laurels. There are always greater tasks to begin in efforts to realize and renew a sustainably equitable and inclusive work and learning environment where the diversity of intellectual and social values are not only welcomed but leveraged. This living document can also serve as a supplemental foundation for applicable departmental strategic planning as our mission and accreditation calls for us to exercise DEI in an intentional manner across the institution. This plan guides the dynamic, campus wide approach to structural and cultural changes necessary to identify and reengineer any inequitable systems/practices, so we all have the opportunities and resources needed to thrive in this institution.

Reinforcing and further constructing a campus culture that fosters a sense of belonging where we can advance the knowledge of future physicians in an atmosphere that facilitates diverse inquiry will take all stakeholders being on board, especially you. Please join me, for the people and the future.

Erica Hughey
Erica Hughey, MBA
Chief Diversity Officer
January 2023



Office of Diversity and Inclusion

MISSION

The Office of Diversity and Inclusion at Burrell College of Osteopathic Medicine is committed to providing the direction, framework, and acumen necessary to foster and sustain campus wide equity that ensures an engaging and empowering learning and work environment where we all can experience and contribute to an inclusive culture that leverages diversity to make a difference and exemplify the institution's guiding principles.

VISION

The Office of Diversity and Inclusion at Burrell College of Osteopathic Medicine envisions a campus where all leaders, learners and stakeholders habitually champion a sense of belonging in a dynamic environment where we use our differences to make a difference.

MOTTO

Culture of Excellence.

Ensuring every employee and student is empowered to develop and demonstrate their various, valuable intellectual and social contributions.

IMPLEMENTATION: SIX-POINT STRATEGIC PLAN

1. Mission and Governance
2. Leadership and Administration
3. Learning Environment
4. Curriculum
5. Workplace Diversity
6. Workplace Equity & Inclusion



Office of Diversity and Inclusion

GOAL 1: MISSION AND GOVERNANCE

Have a mission statement, reviewable as applicable and at least once every five years, that serves as a guide for educational program planning and assessment. This mission statement is to include an expressed commitment to advance diversity, equity, and inclusion in our values, vision, goals and objectives.

TACTICAL INITIATIVE: Integrity must be demonstrated via consistent and documented adherence to fair, impartial, and effective processes, policies, and best practices as all internal and external activities are implemented.

ACTIVITY 1: (COCA Standard/Element 1.1) Lead in an equitable and inclusive manner to serve as an example to the institution's commitment to value diversity.

METRICS: Evidenced by the modeling of sustaining innovation and disruptive innovation through diversity of thought.

RESPONSIBILITY: Institutional Leadership, Chief Officers and Vice Presidents

RESOURCES: Faculty, Staff, and Students

ACTIVITY 2: (COCA Standard/Element 1.2) Maintain a current institutional strategic plan that assesses and addresses our mission, vision and guiding principles.

METRICS: Evidenced by the production and publication of an institutional strategic plan.

RESPONSIBILITY: Institutional Leadership

RESOURCES: Chief Officers and Vice Presidents

ACTIVITY 3: Expand and enhance how talent management is implemented and leveraged via shared governance.

METRICS: Evidenced by the collaboration with applicable employee stakeholders in the assessment of procedures and best practices to glean input in addition to feedback.

RESPONSIBILITY: Institutional Leadership, Chief Officers and Vice Presidents

RESOURCES: Faculty, Staff, and Students



Office of Diversity and Inclusion

GOAL 2: LEADERSHIP AND ADMINISTRATION

Qualified personnel must be designated with the responsibility of overseeing the institution's Diversity, Equity and Inclusion initiatives.

TACTICAL INITIATIVE: Staff and fund the Office of Diversity and Inclusion, under the leadership of the Chief Diversity Officer.

ACTIVITY 1: (COCA Standard/Element 2.5) Must have a Diversity, Equity, and Inclusion Professional as qualified for the position by education, experience and training with the knowledge, skills and abilities necessary to achieve the goals of all programmatic components.

METRICS: Evidenced by the full-time employment of a CDO.

RESPONSIBILITY: President/CEO

RESOURCES: Office of Human Resources

ACTIVITY 2: Provide appropriate support, environment and funding for the Office of Diversity and Inclusion necessary to achieve the goals of all programmatic components.

METRICS: Evidenced by the establishment of an office budget that reflects support and projection of growth of the office and program service delivery.

RESPONSIBILITY: President/CEO

RESOURCES: CFO/Board

ACTIVITY 3: (COCA Standard/Element 5.5) Office of Diversity and Inclusion must support the students, faculty, staff and institutions efforts to promote the recruitment, retention and success of its students, faculty and staff throughout the medical education program.

METRICS: Evidenced by the recurring collaboration with applicable Offices to support, assess and address equitable and inclusive recruitment and retention efforts of students and employees.

RESPONSIBILITY: Office of Diversity and Inclusion

RESOURCES: Office of Student Affairs, Office of Admissions, Office of Human Resources

ACTIVITY 4: Internal and external messaging will reflect BCOM's commitment to DEI.

METRICS: Evidenced by the proactive communication of DEI values and embedding DEI initiatives institution wide. Consult CDO on proactive, reactive and crisis communications.

RESPONSIBILITY: Institutional Leadership, Chief Officers and Vice Presidents

RESOURCES: Office of Marketing and Communications

ACTIVITY 5: Assess college's operations and policies ensuring applicable DEI best practices are sustainably embedded enterprise wide.

METRICS: Evidenced by monthly assessment meetings between CDO, CEO and CAO

RESPONSIBILITY: Chief Diversity Officer, President and Dean

RESOURCES: Chief Officers and Vice Presidents



Office of Diversity and Inclusion

GOAL 3: LEARNING ENVIRONMENT

Have policies, procedures and best practices that provide the guidance to engage in ongoing, culturally competent, and focused recruitment and retention activities that achieve mission-appropriate diversity outcomes for students, faculty, senior administration and staff.

TACTICAL INITIATIVE: Development and implementation of programs and partnerships that aide in and aim at achieving the diversity outcomes for medical school admissions and faculty/staff employment.

ACTIVITY 1: (COCA Standard/Element 5.2) Create and implement departmental strategic plans to champion diversity initiatives that lead to admissions and hiring goals.

METRICS: Evidenced by the production and publication of strategic plan with DEI initiatives and subsequent reporting of three years of student, faculty and staff demographics minimally including ethnicity (race) and gender.

RESPONSIBILITY: Office of Enrollment Services and Institutional Effectiveness, Office of Admissions & Office of Human Resources.

RESOURCES: Office of Diversity and Inclusion

ACTIVITY 2: Welcome, engage and leverage the student perspective regarding diversity, equity and inclusion matters in the classroom and on campus.

METRICS: Evidenced by monthly meeting with student leadership to maintain a working knowledge of experiences from the student body to assess and address their DEI needs.

RESPONSIBILITY: Office of Diversity and Inclusion

RESOURCES: Student Government Association and Student Organization Leaders

ACTIVITY 3: Provide an Organizational Ombudsman Service

METRICS: Evidenced by ethical, confidential and impartial guidance to students for proactive problem solving and conflict resolution to include hearing informal grievances and consulting on policies and procedures and referring to formal remediation. The goal of assessing and addressing concerns to (re)establish respect and civility in professional relationships, cultivate an engaging, positive culture and empower students to overcome disputes informally, that are barriers to their optimal educational experience.

RESPONSIBILITY: Office of Diversity and Inclusion

RESOURCES: As applicable for formal referrals: HR, Dean, Compliance, President



Office of Diversity and Inclusion

GOAL 4: CURRICULUM

Diversity, equity and inclusion must be incorporated into the curriculum to stimulate social competence and humility.

TACTICAL INITIATIVE: Champion engaging and relevant studies that enhance and serve to best educate students on culturally competent and socio-medical healthcare issues related to the diverse populations we aim to train future physicians to serve and address health inequities.

ACTIVITY 1: (COCA Standard/Element 6.13) Regularly review curriculum for opportunities to advance and include applicable socio-medical competencies and components.

METRICS: Evidenced by a curriculum map that demonstrates where the content of these lessons/courses is delivered. CDO or designee serves as ex-officio member of curriculum committee to help with development and implementation.

RESPONSIBILITY: Office of Academic Affairs, Pre-Clinical Education, Curriculum Committee.

RESOURCES: Office of Diversity and Inclusion



Office of Diversity and Inclusion

GOAL 5: WORKPLACE DIVERSITY

Develop and implement policies and procedures that demonstrate best practices which facilitate ongoing, culturally competent, and focused recruitment and retention activities that achieve mission applicable diversity, equity and inclusion outcomes among faculty and staff.

TACTICAL INITIATIVE: Recruit talent through a myriad of sources to build a diverse applicant pool and pipeline and subsequently retain talent via DEI talent management.

ACTIVITY 1: Optimize diversity in candidate pools by sourcing via an array of traditional and modern channels to best attract and identify top talent.

METRICS: Evidenced by the recorded outcomes of the diversity of the applicant pool and candidates interviewed/hired relative to applicable benchmarks.

RESPONSIBILITY: Office of Human Resources, Talent Acquisition designee

RESOURCES: Office of Diversity and Inclusion, Faculty Search Committees, Office of Communications and Marketing

ACTIVITY 2: Ensure a culturally competent, non-biased, equitable and inclusive interview and onboarding process.

METRICS: Evidenced by diverse search, interview and onboarding committees and process reviews for equity and inclusion.

RESPONSIBILITY: Dept Heads, Office of Human Resources, Office of Diversity and Inclusion

RESOURCES: Chief Diversity Officer and an HR Officer to provide initial guidance and ongoing consultation. CDO or designee serves as ex-officio member of search and onboarding committees.



Office of Diversity and Inclusion

GOAL 6: WORKPLACE EQUITY & INCLUSION

Cultivate a harmonious workplace environment where employees experience a sense of belonging where their diverse knowledge, talents and social contributions are valued. Develop and implement equitable and inclusive policies, procedures and best practices that prioritizes employee wellbeing and professional development where high performing, engaged professional thrive.

TACTICAL INITIATIVE: Via interactions, behavior, messaging and demonstrative best practices, all leaders will reinforce a campus culture of excellence, competence and humility setting the standards for an inclusive workplace for employees and subsequently learning space for students.

ACTIVITY 1: (COCA Standard/Element 7.9) Provide annual diversity, equity and inclusion training to all employees.

METRICS: Evidenced by documentation of training delivery.

RESPONSIBILITY: Office of Diversity and Inclusion

RESOURCES: Office of Human Resources

ACTIVITY 2: Provide an Organizational Ombudsman Service

METRICS: Evidenced by ethical, confidential and impartial guidance to employees for proactive problem solving and conflict resolution to include hearing informal grievances and consulting on policies and procedures and referring to formal remediation. The goal of assessing and addressing concerns to (re)establish respect and civility in professional relationships, cultivate an engaging, positive culture and empower faculty and staff to overcome disputes informally, that are barriers to theirs or others optimal employment experience.

RESPONSIBILITY: Office of Diversity and Inclusion

RESOURCES: As applicable for formal referrals: HR, Dean, Compliance, President

ACTIVITY 3: Support all Employee Resource Groups and institutional standing/ad hoc committees.

METRICS: Evidenced by CDO serving as ex-officio member of ERGs (Faculty Council, Staff Council) committees and task forces as a sociological resource, DEI subject matter expert and advisor.

RESPONSIBILITY: Office of Diversity and Inclusion

RESOURCES: N/A



Office of Diversity and Inclusion

ACTIVITY 4: Improve and maintain an engaged, productive workforce via talent management initiatives. (attract, onboard, develop, motivate and retain high-performing employees)

METRICS: Evidenced as employees will be offered applicable training and professional development opportunities and supervisors will participate in applicable leadership/management training.

RESPONSIBILITY: Vice Presidents, All Supervisors

RESOURCES: Office of Human Resources, Office of Diversity and Inclusion

ACTIVITY 5: Promote, demonstrate and sustain an equitable workplace and mitigate bias by reassessing and reengineering internal systems to eliminate occasions for inadvertent and adverse bias in workplace practices.

METRICS: Evidenced by including a diversity, equity and inclusion element in the annual review of productivity measures of all institutional leaders, chiefs, vice presidents and supervisor's performance plans.

RESPONSIBILITY: Institutional Leaders, Chiefs, Vice Presidents and Supervisors

RESOURCES: Office of Human Resources, Office of Diversity and Inclusion

ACTIVITY 6: Glean feedback from employee entrance and exit interviews and review for DEI and overall process improvement opportunities.

METRICS: Conduct entrance and exit interviews on all employees.

RESPONSIBILITY: Office of Human Resources

RESOURCES: External, third party. Office of Diversity and Inclusion.



Office of Diversity and Inclusion

Shared Governance: Stakeholder Input

John Hummer, President/CEO

Bill Pieratt, Dean/CAO

Christine Lam, OMS-I, SGA DEI Student Rep & Diversity Council Member

Adam Viegas, OMS-I, Diversity Council Member

Melanie Racenstein, OMS-III, Diversity Council Member

Rohah Shah, OMS-IV, Diversity Council Member

Art Guzman, Director of Clinical & Experiential Simulation, Diversity Council Member

Karen Provencio, Standardized Patient & Simulation Specialist, Diversity Council Member

Steven Ontiveros, Associate Professor of Anatomy, Diversity Council Member

Nancy Minugh-Purvis, Chair of Anatomy and Cell Biology, Diversity Council Member

Jennifer Taylor, CFO

Nina Nunez, AVP Enrollment Services & Institutional Effectiveness

Dawn Leake, AVP Human Resources

Eduardo Velasco, Senior Associate Dean Academic Affairs

Vanessa Richardson, AVP Student Affairs

Vanessa De La Rosa, Assistant Professor, Biomed

Natalie Davis, Director of Admissions

Jeff Harris, AVP Administration/CIO

Debra Bramblett, Associate Professor/Chair Biomedical Science

Robert Goldsteen, Chair Clinical Medicine