



University of Vermont College of Medicine Workforce Diversity Recruitment and Retention Best Practices July 2010

We have reviewed the *UVM Workforce Diversity Recruitment and Retention Best Practices* and the College of Medicine Workforce Diversity Recruitment Plans from October 2009. We fully support the *Best Practices* document, and its systematic approach to ensuring progress in Diversity Recruitment and Retention at UVM.

Our current plan and practices for recruitment are strong and currently reflect many best practices; however, we have identified several key areas for further improving our efforts for the 2010-2011 Academic Year. As in other aspects of academic medicine at the College of Medicine, using evidence-based strategies to guide our practice will ensure consistency in our approach and resonate with faculty and staff.

Our priority areas for 2010-2011 include, improvements in data collection and use of measurable goals and outcomes, ensuring accountability throughout the College of Medicine, education and training, and annual review of our efforts and progress. We will utilize nationally available data and trends from organizations such as the Association of American Medical Colleges (AAMC).

1. Institutional Leadership in Implementation

We continue to have in place established leadership in the Dean's Office with an Associate Dean for Faculty and Staff Development and Diversity and the development and implementation of College of Medicine Diversity Recruitment Plans, the most recent in 2009. These plans involve the systematic training of Search Committees, and oversight of all faculty recruitments. Goals for the 2010-11 plan focus on strategies to increase our pools of diverse faculty applicants, improving faculty education, and data collection.

Priorities for 2010-2011:

- Continue to implement our 2009 Diversity Recruitment Plans
- Develop measureable outcomes
- Review, discuss, and establish data measures that will be practical to collect and communicate. These will be informed by relevant national comparisons, and include the ability to measure our collective progress and trends over time.
- The Dean will reiterate the importance of Workforce Diversity Recruitment and Retention to achieving the mission of the College of Medicine and its Departments through regular meetings of Chairs and faculty.

2. Recruitment

We will continue to focus on systematic training of our leadership and implementation of our 2009 Diversity Recruitment Plans.

Priorities for 2010-2011:

- Train Chairs, Chiefs, and members of Search Committees. Such tools as the Association of American Medical Colleges (AAMC) E-Learning Seminar: *What You Don't Know: The Science of Unconscious Bias and What To Do About it in the Search and Recruitment Process*, available at <http://www.aamc.org/opi/leadership/training.htm> will be used, as well as available UVM trainings and resources.
- For all hiring that is conducted jointly with Fletcher Allen Health Care (FAHC), ensure that UVM *Best Practices* and College of Medicine Recruitment Plans are integrated into the recruitment infrastructure and processes of both organizations by working directly with the FAHC Senior Leadership. This includes development of recruitment materials, such as brochures, advertisements, and educational information used for faculty recruitments.
- Establish outcome measures, as noted above.

3. Retention

Our first priorities are education and training, diversity recruitment, data collection, and annual review of our progress. Measuring retention is also a critical step in guiding our efforts, and data collection has been noted as a priority. Continuing to promote cultural awareness and competency to support a multicultural perspective among all faculty and staff at the College of Medicine is key to our success in retention.

Priorities for 2010-2011:

- Continue to work collaboratively with the Provost's Office and other Colleges to promote multicultural events and professional development opportunities.
- Faculty mentoring and professional development are areas we have identified as crucial. We will work to increase junior faculty participation in Dr. Irvin's excellent course on faculty career development which is particularly strong on research. We will work with Dr. Jefferies to implement his idea of a teaching academy within the COM to further support career development in education. We will identify other priority needs for College of Medicine faculty and staff through meetings of College of Medicine leadership.

4. Accountability and Progress

In addition to continually promoting a culture that supports diversity, we also must integrate these efforts into our usual management and administrative practices. At the College of Medicine, this is done through our leadership structure of Department Chairs.

Priorities for 2010-2011:

- Increase the visibility of our efforts to promote diversity in the College of Medicine
- With the input of senior leadership at the College of Medicine, develop performance measures to be used in annual reviews and other administrative evaluations.
- Measure, assess, communicate, and discuss, our progress on an annual basis through meetings of Department Chairs and faculty meetings.