



### Continuous Diversity Improvement: Diversity Standards & Metrics for Departmental Units to Consider

The following table is a checklist of possible activities and/or programs that each department and/or departmental units can consider and adopt as potential metrics, or to use as a catalyst to develop your own set of diversity outcomes and metrics. This list is not meant to be limited in its scope of possibilities, and it is anticipated that other examples will be added to this list in the future. We ask that you select 2 activities and/or programs and commit to establishing plans to achieve and sustain these goals for the long-term for the purposes of enhancing departmental diversity and inclusion. The items selected will be used as part of the performance evaluation for administrative and departmental leadership. Once these initial goals have been achieved and have met expectations, it is anticipated that 2 new activities and/or programs will be chosen to sustain continuous diversity improvement.

Examples of Possible Diversity Standards to Consider	Examples of Possible Metrics	Select 2 New Metrics (√)	Metrics Chosen in the Past (√)
<b>Departmental Operations</b>			
The department has developed their own diversity strategic plan.	Percent of divisions, residency programs, and/or fellowship programs within our department with diversity & inclusion integrated into their strategic plans.		
The department has developed building capacity towards enhancing their diversity efforts.			
The department has hired the human capital that will help address diversity within the department.	Number of faculty that are in a position that specifically makes them responsible and accountable for addressing diversity & inclusion within the department.		
The department has integrated diversity & inclusion within their departmental policies and procedures.	Percent of departmental policies and procedures that have integrated diversity & inclusion.		
The department has integrated diversity & inclusion within the department's core mission, vision and/or guiding principles.	Percent of division units and residency/fellowship programs within our department with diversity and inclusion built into their mission and vision.		
The department has adopted the definitions for diversity & inclusion, and has disseminated the information to all faculty and staff.	Percent of faculty that have received, read, and know where to find the COM-Phoenix's accepted definitions for diversity & inclusion.		
Other:			

<b>Institutional Culture &amp; Climate</b>			
The department has instituted diversity, equity, and inclusion activities to promote a diverse, equitable and inclusive environment.	<ul style="list-style-type: none"> <li>• Difference in percent of URM and non-URM faculty who agree COM-Phoenix has a supportive and inclusive climate.</li> <li>• Difference in percent of URM and non-URM fellows and residents who agree COM-Phoenix has a supportive and inclusive climate.</li> <li>• Difference in percent of URM and non-URM medical students who agree COM-Phoenix has a supportive and inclusive</li> </ul>		
The department has made diversity and inclusion as a core value visible.	<ul style="list-style-type: none"> <li>• Percent of divisions and residency/fellowship programs within our department with visible diversity &amp; inclusion statements on their websites.</li> <li>• Percent of divisions and residency/fellowship programs within our department with visible diversity &amp; inclusion statements in marketing brochures.</li> </ul>		
The department has participated in diversity training.	<ul style="list-style-type: none"> <li>• Percent of departmental leadership (Chair, Vice Chair, Division Chiefs, Residency Program Directors, Fellowship Directors, Executive Directors) that have participated in diversity training.</li> <li>• Percent of department faculty that have participated in diversity training.</li> <li>• Percent of department faculty that are diversity trainers.</li> <li>• Percent of department staff that have participated in diversity training.</li> <li>• Percent of department staff that are diversity trainers.</li> </ul>		
Other:			

<b>Faculty Recruitment &amp; Retention</b>			
The department has made progress in the hiring of URM faculty.	<ul style="list-style-type: none"> <li>• Percent of URM faculty in the department.</li> <li>• Percent increase in the number of newly hired URM faculty in the department.</li> </ul>		
The department has developed a recruitment strategic plan for increasing the diversity of their faculty	Percent of divisions and residency/fellowship programs within our department with strategic plans for the recruitment of URM faculty.		
The department's faculty search committee participates in activities that facilitate an awareness and understanding of unconscious biases and their impact.	Percent of search committee members who have participated in unconscious bias training.		
The department has included at least one URM faculty member on their faculty search committee.	Percentage of time that faculty search committee does include at least one URM faculty member.		
The department has been successful in recruiting a URM postdoc fellow or faculty member.	<ul style="list-style-type: none"> <li>• Number of URM postdoc fellows that have been hired as faculty.</li> <li>• Percent increase of URM postdoc fellows that have been hired as faculty over the past 3 years.</li> </ul>		
The department has developed and implemented a diversity recruitment toolkit.			
The department has developed and implemented a diversity retention toolkit.			
The department has made progress in promoting URM faculty.	<ul style="list-style-type: none"> <li>• Percent of URM faculty that have been promoted from assistant professor to associate professor.</li> <li>• Percent of URM faculty that have been promoted from associate professor to professor.</li> <li>• Percent of URM faculty that are in leadership positions in the department (e.g. chair, division chief, service line chief, medical director, etc.)</li> </ul>		
Other:			

Faculty Development & Support			
The department has provided faculty the opportunity to attend the AAMC Minority Faculty Development Seminars and/or ELAM and sent at least 1 post-doc fellow or junior faculty member	<ul style="list-style-type: none"> <li>Number of URM faculty that have attended the AAMC Minority Faculty Development Seminars and/or ELAM.</li> <li>Number of URM post-doc fellows or junior faculty members that have attended one of the above workshops.</li> </ul>		
The department has nominated a URM faculty member, or a non-URM faculty member who has mentored a URM junior faculty member, for the COM-Phoenix SOM Annual Mentoring Award.	<ul style="list-style-type: none"> <li>Number of URM faculty that have been nominated for the Annual Mentoring Award.</li> <li>Number of non-URM faculty that have been nominated for the Annual Mentoring Award.</li> </ul>		
The department has a structured mentoring program designated for URM faculty.	<ul style="list-style-type: none"> <li>Number of URM faculty participating in a structured mentoring program.</li> </ul>		
The department has departmental faculty participating in community service with racial/ethnic communities (i.e. serving as clinical preceptors in student run clinics, health screening fairs)	<ul style="list-style-type: none"> <li>Number of faculty serving as clinic preceptors with medical students. <i>(if more than one clinical partner add; for example; Number of faculty serving as clinic preceptor [name] with medical students at Phoenix Children's Hospital</i></li> <li>Number of faculty serving as clinic preceptors with SITC medical students.</li> <li>Number of faculty serving as preceptors at local health screening fairs.</li> <li>Percent of total faculty participating in community service with racial /ethnic communities.</li> </ul>		
The department has URM faculty participating on one of the following committees: <ul style="list-style-type: none"> <li>Medical School Admissions Committee</li> <li>Medical School Executive Committee on Admissions</li> <li>MSTP Admissions Committee</li> <li>Faculty advisor for Minority Student organization</li> <li>Faculty advisor for medical student run clinic Board, e.g. [name], SITC</li> <li>Search Committee for leadership or faculty position</li> </ul>	<ul style="list-style-type: none"> <li>Number of URM faculty participating.</li> <li>Percent of department faculty involved in identified as key COM-Phoenix committees.</li> <li>Percent of department search committees that have included at least one URM faculty member.</li> </ul>		
Other:			

Research			
The department is doing research related to health disparities or disenfranchised population groups.	<ul style="list-style-type: none"> <li>Number of research projects within the department related to health or health care disparities or disenfranchised population groups.</li> </ul>		
The department sends faculty to attend research seminars related to research in health inequities or disenfranchised population groups.	<ul style="list-style-type: none"> <li>Number of departmental faculty that attend research seminars related to research in health inequities or disenfranchised population groups.</li> </ul>		
The department includes URM faculty in research activities through Minority Supplement Grants.	<ul style="list-style-type: none"> <li>Number of URM faculty that have applied for Minority Supplement Grants.</li> <li>Percent of URM faculty that have received Minority Supplement Grants.</li> </ul>		
The department has been successful in recruiting minority or disenfranchised population groups to participate in their clinical trials.	<ul style="list-style-type: none"> <li>Number of research projects that have developed recruitment strategies to increase participation from minority or disenfranchised population groups for their clinical trials.</li> <li>Number of seminars provided by the department for research investigators on best recruitment strategies to increase participation from minority or disenfranchised population groups.</li> <li>Number of research projects that have actively recruited from minority or disenfranchised population groups for their clinical trials.</li> <li>Number of participants from each minority or disenfranchised population groups for each research project.</li> </ul>		
The department has been successful in publishing their research on a minority health issue	<ul style="list-style-type: none"> <li>Percent of faculty that have been published in research related to health disparities or disenfranchised population groups.</li> </ul>		
Other:			

Clinical			
Department clinic has instituted tracking of a known health care disparity issue experienced by one of the racial/ethnic population groups they provide care for.	<ul style="list-style-type: none"> <li>• Number of clinics within the department that have developed a tracking system to identify specific health disparities for a specific racial/ethnic population they serve.</li> <li>• Number of clinics within the department that are actively and/or routinely screening for specific health disparities for a specific racial/ethnic population they serve.</li> </ul>		
Department clinic has instituted prevention guidelines that address a known health care disparity issue within one of the racial/ethnic population groups they provide care for	<ul style="list-style-type: none"> <li>• Number of screening mammograms ordered for the African American patient population served.</li> <li>• Percent of screening mammograms performed on African American patients versus White patients.</li> <li>• Number of screening pap smears ordered and/or performed for the Hispanic patient population served.</li> <li>• Percent of screening pap smears performed on Hispanic patients versus White patients.</li> </ul>		
Department clinic has implemented AHRQ's Health Literacy First Aid Kit	<ul style="list-style-type: none"> <li>• Percent of faculty physicians that acknowledge they have received the disseminated "First Aid Kit".</li> <li>• Percent of faculty physicians that admit that they have read the "First Aid Kit".</li> <li>• Percent of faculty physicians that are actively using the checklist and incorporating this into the patient's medical record.</li> </ul>		
Department clinic staff have participated in diversity training	<ul style="list-style-type: none"> <li>• Percent of clinic staff that have participated in diversity training.</li> </ul>		
Other:			

Curriculum Development/Teaching			
The department offers course opportunities in diversity and inclusion, e.g. cultural competency, health disparities, racial/ethnic population health, disabilities, LGBT health, etc.	Number of courses offered.		
The department offers clinical rotations in facilities that provide health care for a significant racial/ethnic community or disenfranchised community that suffers from health care disparities, i.e. LGBT, people with disabilities.	<ul style="list-style-type: none"> <li>• Number of clinical rotations offered in facilities that provide health care for a significance disenfranchised population group.</li> <li>• Number of these clinical rotations that have specific learning objectives addressing the provision of culturally-responsive care to this population group.</li> </ul>		
Departmental faculty participating as lecturers in courses offered by one of the Pathway programs (Indian Health Pathway, Global Health Pathway, Underserved Pathway, Hispanic Health Pathway)	<ul style="list-style-type: none"> <li>• Percent of faculty that teach in one of the Pathway programs or courses.</li> <li>• Percent of faculty that function as a mentor for one of the Pathway students.</li> <li>• Percent of faculty that are participating in curriculum development for one of the Pathway programs.</li> </ul>		
Departmental faculty participating in curriculum regarding health disparities, social determinants of health, and/or minority health.	<ul style="list-style-type: none"> <li>• Percent of faculty that teach medical students or residents on one of these subjects.</li> </ul>		
Departmental faculty participating in educational offerings that enhance their knowledge of diversity, cultural competence, health disparities and/or social determinants of health.	<ul style="list-style-type: none"> <li>• Percent of faculty that attend CME on diversity issues to enhance their skills at curriculum development.</li> </ul>		
Other:			

Pipeline Programs			
The department offers summer research opportunities for URM pre-health students.	<ul style="list-style-type: none"> <li>• Number of summer research programs/ activities/internships in the department aimed at URM pre-health students.</li> <li>• Percentage of total faculty in the department that are participating in summer research programs/activities/internships aimed at URM pre-health students.</li> <li>• Number of recruitment fairs or student conferences (specifically aimed at URM pre-health students) attended by a departmental designee each year to advertise your summer research program.</li> </ul>		
The department offers shadowing opportunities for URM pre-health students.	<ul style="list-style-type: none"> <li>• Number of faculty involved in shadowing opportunities offered to URM medical students.</li> <li>• Percentage of total faculty participating in shadowing opportunities offered to URM medical students.</li> </ul>		
The department offers preceptorship opportunities for URM medical students.	<ul style="list-style-type: none"> <li>• Number of preceptorship opportunities offered to URM medical students.</li> <li>• Percentage of total faculty participating in preceptorship opportunities offered to URM medical students.</li> </ul>		
The department offers clinical elective opportunities, e.g. visiting scholars program, for URM medical students.	<ul style="list-style-type: none"> <li>• Number of clinical elective opportunities offered to URM medical students.</li> <li>• Percentage of total faculty participating in clinical elective opportunities offered to URM medical students.</li> <li>• Number of recruitment fairs or student conferences (specifically aimed at URM medical students) attended by a departmental designee each year to advertise your clinical elective program.</li> </ul>		
The department faculty participate in one of the summer enrichment programs	<ul style="list-style-type: none"> <li>• Number of faculty participating in pipeline programs, i.e. teaching, mentoring, advising, every year.</li> <li>• Percentage of total faculty participating in one of the OMCA's pipeline programs every year.</li> </ul>		
Other:			



<b>Community Outreach</b>			
The department has established a community partnership centered on a collaborative effort to address diversity and inclusion.			
The department has developed a community partnership centered on a collaborative effort to address a specific health and/or health care disparity.			
The department has utilized a community-participatory approach in identifying specific health care disparities within a specific underserved community population group it serves.			
Other:			



**Continuous Diversity Improvement Plan: Diversity & Inclusion Metrics**

Chair:	
Department:	
Responsible Team Member:	
Date:	

<b>New</b>	
<b>Anticipated Diversity &amp; Inclusion Standards</b>	<b>Metrics</b>

<b>Past</b>			
<b>Diversity &amp; Inclusion Standards</b>	<b>Metrics</b>	<b>Excellence Achieved?</b>	<b>Plans to Sustain Excellence or Action Plan to Achieve Excellence</b>

I have had the opportunity to review the diversity plan with the CDO, and am in agreement with the proposed metrics.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
(Department Chair)

I have had the opportunity to review this document with \_\_\_\_\_ and am in agreement with their continuous diversity improvement plan. We will review the progress of this plan in \_\_\_\_\_ of 20\_\_.  
(Department Chair)  
(month) (year)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
(Dean)