

ALBERT EINSTEIN COLLEGE OF MEDICINE

# DIVERSITY AND INCLUSION STRATEGIC PLAN FOR EXCELLENCE



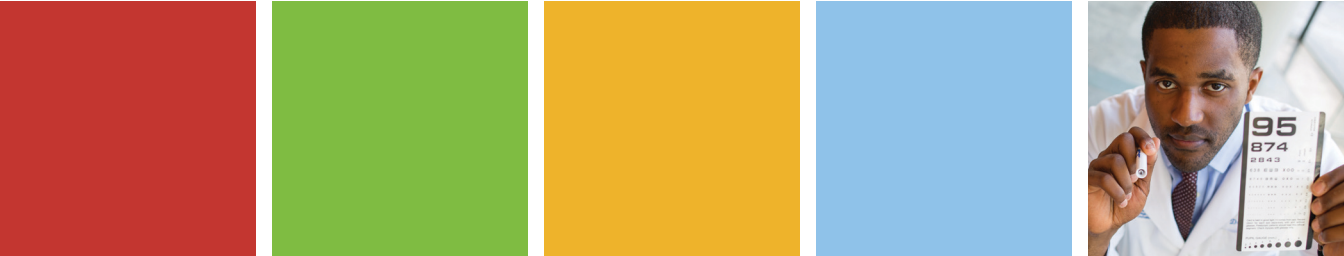


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Our institution can do more to build a preference for diversity. We on the Einstein Diversity and Inclusion Strategic Planning Committee look forward to your help in bringing Einstein into a bright, diverse and inclusive future. Diversity is good for individuals, for Einstein, for science and for the world.





# LETTER FROM THE DEAN

January 2018

Dear Einstein Colleagues:

It is with great pleasure that I share with you the Diversity and Inclusion Strategic Plan (D & I Plan) for Albert Einstein College of Medicine. This D & I Plan represents the work of over 40 Einstein and Montefiore colleagues, with guidance from Ed Burns, executive dean; Irene Blanco, associate professor of clinical medicine and associate dean for diversity enhancement; and Yvonne Ramirez, vice president for human resources, during 2017.

Albert Einstein College of Medicine has from our inception welcomed students, faculty and staff from diverse backgrounds who strive to enhance human health in the community and beyond. This is an attribute in which Albert Einstein took great pride when consenting to the use of his name in conjunction with the medical school. At the core of the Montefiore-Einstein mission is the pursuit of social justice in meeting the healthcare needs of all individuals, including those from underserved communities.

The D & I Plan provides a comprehensive action plan intended to position the College of Medicine to continue its leadership role in attracting the best talent and doing so by providing an environment where diversity, inclusion and cultural competence are strategically positioned as among our highest priorities. These values are critical to our mission and to our ability to remain competitive. More importantly, the environment we provide will help us educate and train the best doctors and researchers for the future.

The D & I Plan is a multiyear effort that the new Einstein dean will be able to continue to shape and strengthen. In the meantime, it will establish



the foundation for success in this area. The D & I Plan includes measurable goals that have been delegated to key leaders and faculty at the College of Medicine. The first major objective is accomplished today as I share with you and the internal and external Einstein communities that I am endorsing the adoption of an institution-wide Diversity and Inclusion Strategic Plan and Vision Statement.

I encourage you to review the D & I Plan and participate in working to improve Einstein. You can start by attending one of several town hall meetings to be scheduled in February 2018 (more information to follow).

Einstein will continue to strengthen its commitment to diversity in coming years. We have much to celebrate and many challenges. We look forward to your continuing support in these endeavors.

Sincerely,

Allen M. Spiegel, M.D.  
 The Marilyn and Stanley M. Katz Dean  
 Albert Einstein College of Medicine  
 Executive Vice President  
 Chief Academic Officer  
 Montefiore Medicine



# ALBERT EINSTEIN COLLEGE OF MEDICINE DIVERSITY AND INCLUSION VISION STATEMENT

Albert Einstein College of Medicine recognizes that having a diverse and inclusive institution is critical to success, and we reaffirm our fervent commitment to fostering a culture in which diversity is a central tenet. Both the Association of American Medical Colleges and the National Institutes of Health (NIH) have asserted the necessity of increasing diversity in medical schools and embracing a diverse and culturally competent physician and scientist workforce. We join medical schools nationwide that are developing strategic plans for promoting diversity as a core value and significant priority in medical education and the biomedical sciences.

## **Our Legacy**

In 1951, Albert Einstein penned his historic letter to Dr. Samuel Belkin, then president of Yeshiva University, indicating his satisfaction that a new medical school that would “welcome students from all creeds and races” was to be established. Such a commitment was bold during this period in history. Two years later, he would agree to the school being named in his honor. Throughout his life, Einstein sought to fight inequality and used his platform to actively and publicly dedicate himself to social justice. Our institution, honored with his name, commits to serving as a beacon of social change and equity in the fields of biomedical research, medicine and medical education.

retaining and advancing individuals from historically underrepresented and marginalized minority groups in the scientific and medical professions. At the College of Medicine, this includes, (in no particular order, and is not limited to) women, individuals who are black, Latino/Latina; Pacific Islander or indigenous Americans; individuals from new immigrant populations; individuals with both apparent and nonapparent disabilities; all sexual and gender minorities, including lesbian, gay, bisexual, asexual and queer people as well as transgender, gender-nonconforming and intersex individuals; religious minorities and individuals from economically disadvantaged backgrounds.

## **Our Location**

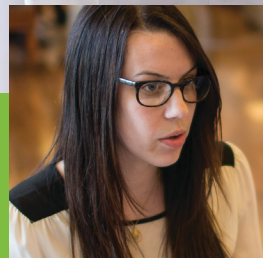
Our school is located in the Bronx, a borough of New York City. We are a vibrant community of 1.4 million people and have a multitude of different cultures represented here. Despite all of the amazing features that make us who we are, the Bronx is currently the poorest urban county in the United States. Therefore, given our mission of social justice, Montefiore-Einstein works with our neighbors to provide accessible and equitable healthcare for all.

## **Conclusion**

Equal employment will continue to be a fundamental principle at Einstein. It is our priority to treat everyone fairly, and we are committed to complying with all laws and regulations governing equal employment and becoming a role model for active inclusivity. With social justice and public health issues particularly magnified in the Bronx, it is our duty to provide the best care, produce the best science and train the best future physicians and scientists—a task that can be accomplished only with a highly diverse and inclusive institutional climate. Diversity is a fundamental part of the excellence necessary to best serve the community and rectify disparities in health, healthcare and science.

## **Our Focus**

At Einstein, we value all people and perspectives that make us unique and increase our diversity at large. Albert Einstein College of Medicine reaffirms its commitment to recruiting,



# THE EINSTEIN DIVERSITY AND INCLUSION STRATEGIC PLANNING COMMITTEE

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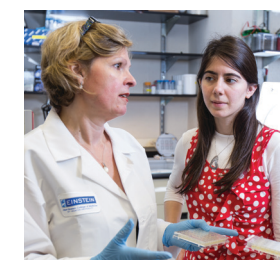
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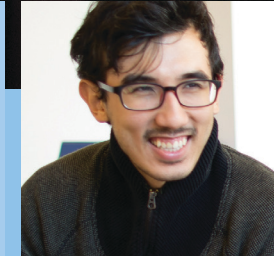
## INTRODUCTION

Diversity is in Einstein's DNA. Since its inception in 1953, Albert Einstein College of Medicine has supported a nondiscrimination policy regarding race, religion, creed, color, national origin, gender and sex. In recent years we have extended this policy to include age, disability, veteran or disabled status, marital status, sexual orientation and citizen status.

Embracing diversity can have far-reaching effects. In 1994 the Institute of Medicine issued a statement that strongly endorsed diversity in the medical profession as a strategy to improve public health. The rationale behind this endorsement was that diverse backgrounds and experiences facilitate scientific innovation and contribute to programs that consider how complex interactions of gender, race and socioeconomic factors affect public health.

Guided by the College of Medicine's long-standing mission to promote scientific excellence through faculty diversity and community inclusion, the Einstein Diversity and Inclusion Strategic Planning Committee has developed this planning and recommendation document to serve as a blueprint for developing programs focused on recruitment, retention, mentoring and career advancement of diverse groups of underrepresented minority faculty, students and staff at Einstein. This document represents the research, assessment, analysis and best-practice thinking of a dedicated group of faculty, staff and students representative of Einstein and Montefiore.





## ESTABLISHING A BASELINE

The Diversity and Inclusion Strategic Planning Committee collected demographic data on Einstein student applicants, current students, leadership, staff and faculty. When compared with Higher Education Excellence in Diversity awards data and select data published by the Association of American Medical Colleges, these assessments spotlighted areas of success and areas for focused effort. We also conducted a Diversity Engagement Survey consisting of 22 questions that evaluated appreciation, vision/purpose and camaraderie. The complete D & I Plan includes charts and tables showing the results, and is available by contacting Yvonne Ramirez in human resources and diversity.

In the course of conducting our assessments and surveys, we found the following:

- There is no one individual in the College of Medicine leadership who takes responsibility for developing a unified sense of a diverse and inclusive campus community.
- Conversations with members of the community and survey comments indicated that there are mixed feelings throughout the College of Medicine regarding past and current diversity efforts, and that no forums exist where staff, faculty, administrators and students can express concerns.
- Representation of underrepresented minorities in different parts of the College of Medicine, especially in senior administrative titles and in the faculty, is less than what is desirable.
- Silos in the organization make communication difficult. There is too much isolation and separation among departments in dealing with diversity. Cross-community dialogue on these issues is not plentiful or readily apparent.

# A FIVE-POINT PLAN OF ACTION

Diversity and inclusion must be viewed as necessary to continue Einstein's excellence and maintain its ability to compete nationally for new talent among the students, faculty and staff. We urge that the following recommendations be discussed openly and objectively, with the goal of timely implementation.

1

## ACTION ITEM 1

**Adopt an institution-wide Diversity and Inclusion Strategic Plan and Vision Statement**

2

## ACTION ITEM 2

**Create an infrastructure to provide strategic oversight and highlight the importance of our diversity and inclusion goals**

We intend to:

- Appoint a chief diversity officer
- Create a Diversity Leadership Team
- Establish a Diversity Council
- Build a Diversity Action Plan Committee of senior faculty
- Secure funding for diversity and inclusion initiatives
- Create a "Diversity at Einstein" website
- Establish diversity resource groups

# 3

## ACTION ITEM 3

### Recruit diverse faculty, staff and students

Recruitment will focus on women and underrepresented minorities and will come about through two initiatives.

#### Faculty and Staff Recruitment

Faculty and staff diversity are critical, not only in themselves but because they offer a welcome to prospective Einstein students, create a climate of acceptance for current students and foster synergistic, innovative teamwork from many perspectives.

Search and Recruitment Guidelines will create institutional consistency and build a more diverse community. This will be accomplished by a focus on accountability, mentoring for search excellence, search committee composition, a search committee diversity officer, and national outreach, networking and announcements.

Strategies include:

- Incentives
- Workshops
- Training
- A visiting scholars and fellows program
- Appointment of a diversity recruiter

#### Student Recruitment

Einstein will expand its outreach to recruit and retain underrepresented minority students. Simply providing additional financial scholarships is not enough to increase the enrollment of diverse students. We must also develop a national reputation by demonstrating that Einstein embraces diversity and inclusion and provides a welcoming culture and climate. Elements to be pursued include:

- A diversity recruiter
- Representatives of the Diversity Leadership Team to advise the admissions committee
- Student ambassadors
- Financial aid
- Student diversity pipeline programs and partnerships that actively offer programs for diverse applicants, apply the Associated Medical Schools of New York's Diversity in Medicine model, recruit and reward faculty mentors and include early-entry programs

# 4

## ACTION ITEM 4

### Retain and promote diverse faculty, staff and students. Einstein will focus on women and underrepresented minorities.

The Committee recommends:

- Mandatory cross-cultural training for all Einstein community members to address cultural similarities and differences, race, ethnicity, class, gender, identity development, immigration status, stereotypes, communication across boundaries and social issues
- Mandatory leadership training on managing a diverse and inclusive workplace, including leadership retreats, mentorship training and unconscious-bias training

- Developing a minority mentorship network that will function as a multi-tiered mentoring organization. Overall institutional coordination will be the responsibility of the chief diversity officer and the Diversity Council. Components will include a Mentoring Council, programming, networking, scholarship grants, department chair input, mentoring credits, orientations, professional development and career development workshops
- Providing resources to support and advise underrepresented minority students once matriculated to create an inclusive and positive learning environment and help ensure student success
- Community awareness and education in the form of "Seeds for Collaboration" gatherings and guest speakers



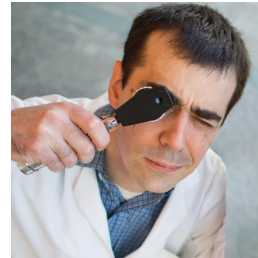


# 5

## ACTION ITEM 5

### Develop data standards for measuring longitudinal progress under the D & I Plan over a five- to seven-year span

- Appoint a chief diversity officer for Einstein
- Continue to administer a campus climate survey every two years and endeavor to demonstrate incremental improvement in the institutional climate results from the middle third to the top third among survey benchmarks
- Seek to diversify Einstein's faculty and leadership to mirror diversity demographics of our benchmark groups/institutions by the end of 2020
- Increase student diversity to mirror diversity demographics of our benchmark groups/institutions by the end of 2020
- Implement and sustain formal mentoring programs throughout Einstein by 2020 to assist in retention and success of diverse faculty and leaders
- Work to achieve national recognition for our diversity and inclusion efforts by 2020



# A DIVERSITY@EINSTEIN TIMELINE

1953

Scientist and humanitarian Albert Einstein agrees to lend his name to our new medical school. He specifies that there be no discrimination with regard to race or creed.

1968

The Martin Luther King Jr. –Robert F. Kennedy Program is established to help prepare minority under-graduates for medical school.

1980

The Einstein Senate forms a Minority Affairs Committee to recruit and retain minority students.

1988

The Einstein Enrichment Program is established to enable minority and/or economically disadvantaged secondary school students who are academically motivated to pursue careers in science, medicine and health.

1997

Einstein participates for the first time in the AMSNY Post-Baccalaureate Program at SUNY Buffalo. The goal of the program is to expand the pool of under-represented minority and educationally and economically disadvantaged students in medicine.

2001

Einstein establishes the Hispanic Center of Excellence, joining a group of distinguished

2007

institutions that serve the healthcare needs of the Hispanic community.

Einstein's BronxCREED (Center to Reduce and Eliminate Ethnic and Racial Health Disparities) wins an NIH renewal award for its Center of Excellence in Partnerships for Community Outreach, Research on Health Disparities and Training (Project EXPORT).

2012

Einstein introduces the Office of Diversity Mentoring to help members of underrepresented groups at Einstein build successful careers in research and healthcare.

2014

The Safe Zone Allies Program/Safe Zone Mentoring Program is designed to increase understanding of LGBT (lesbian, gay, bisexual and transgender) persons and improve the institutional climate.

2016

"Black Excellence" is the theme of a student-sponsored "Crucial Conversations" session and a conference held at Einstein by the Student National Medical Association.

2017

More than 60 Einstein faculty members and staff, including the Diversity and Inclusion Strategic Planning Committee, attend a

2018

planning team retreat. Attendees finalize recommendations and goals for the Diversity and Inclusion Strategic Plan for Excellence.

Einstein announces its first comprehensive Diversity and Inclusion Strategic Plan for Excellence and launches an implementation action plan.

Einstein launches the Einstein Council for Diversity and Inclusion Committee which includes student, faculty and staff representation from various functional units within the Einstein community. The council is charged with providing strategic oversight in the areas of diversity and inclusion.

2019

Einstein announces the appointment of its first Senior Associate Dean of Diversity and Inclusion who will provide leadership in continuing to implement the many facets of Einstein's Diversity and Inclusion Strategic Plan for Excellence.

Einstein mandates diversity training on "Understanding Unconscious Bias" and "Foundations of LGBTQ Inclusion" for all members of the Einstein community including faculty, staff, research fellows and students.





Albert Einstein College of Medicine

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