Plenary Four

Lessons Learned: The Path to Inclusive Excellence

Darshana Shah, PhD
Associate Dean
Office of Faculty Affairs and Professional Development
Marshall University Joan C. Edwards School of Medicine
Marshall University, Joan C. Edwards School of Medicine

- One of five Medical Schools (The Teague-Cranston Act).
- The LCME granted provisional accreditation in October 1977.
- The first class of 24 students began their studies in January 1978.
Diversity in WV

- White
- Black or African American
- American Indian and Alaska Native
- Asian
- Native Hawaiian and Other Pacific Islander
- Some other race
LCME - Citation for IS-16

Site Visit: March-2011

- Poorly defined goals for diversity
- Lack of systematic effort to develop school-wide programs of inclusion
Addressing the citation

- **Process**
  - Formation of Multicultural Advisory Council (MAC)
    - Composition: Students, Residents, Faculty and Staff

- **Operational Overview of the Multicultural Advisory Council**
  - The Multicultural Advisory Council (MAC) shall function in an advisory and programmatic capacity to the Dean of the Joan C. Edwards School of Medicine (JCESOM) and the Dean’s appointed officials.
  - The MAC shall **research**, and advise on action items aimed at improving and maintaining a Diverse and Culturally Competent Medical School community at the Joan C. Edwards School of Medicine.

- **Framework created based on outcome logic model**
- **Additional resource allocation:** University & State Level
Outcome Logic model for Diversity Initiative at JCESOM

**INPUT**
- Program Investments

**OUTPUT**
- Implementation & Activities

**OUTCOMES**
- Immediate
- Intermediate
- Long term

**IMPACT**

What we invest and what we do?
What results we achieve?

Medical school
- Office of Admissions
- Office of Student Affairs
- Office of Faculty Affairs
- Office of Medical Education
- Office of Graduate Medical Education

Marshall University
- Office Multicultural Affairs
- Equity Programs

Group on Faculty Affairs
Group on Diversity and Inclusion
Professional Development Conference
Process Oriented Priorities

**Priority 1:** Understand and define our institutional goals for diversity.

**Priority 2:** Create an infrastructure to put the defined goals of the strategic plan into action.
Priority 1: Understand and define our institutional goals for diversity

Revisions were made and codified in our:

- School of Medicine Mission Statement
- Strategic Plan
- Admission Policies

These changes helped us better define our intent with regard to diversity.
Mission

Marshall University Joan C. Edwards School of Medicine is a community-based, Veterans Affairs-affiliated medical school dedicated to providing high quality medical education and postgraduate training programs designed to foster a skilled physician workforce able to meet the unique healthcare needs of West Virginia and Central Appalachia. Building upon its medical education foundation, the school seeks to develop centers of excellence in clinical care, including primary care in rural underserved areas, focused and responsive programs of biomedical science graduate study, biomedical and clinical science research, academic scholarship, and public service outreach. The school is committed to fulfilling its mission by creating a diverse and inclusive academic community that is sustained in a collegial and nurturing environment of life-long learning.

Institutional Identity

Since its inception in 1977, this state-supported school has been committed to the concept that it could best serve the health care needs and address the health care disparities – most importantly, the availability of health care providers - of its constituency by focusing its educational efforts on students with ties to our area. These students from rural areas frequently come with limited economic support and from a family background with little or no experience with higher education. Equally important and to add value to our learning environment is the infusion of students, residents, and faculty from a variety of cultural and ethnic backgrounds to ensure that our students and residents are prepared for life and practice in an expanded environment.
Priority 2: Create an infrastructure to put the defined goals of the strategic plan into action.

- Long term commitment –

  New Position—Director of Diversity
  
  (Shelvy Campbell, PhD.)

  Reports directly to the Dean

  Facilitate and monitor the program and the progress of the school regarding diversity

- Shared Responsibilities & Accountability
Shared Responsibilities & Accountability
Recruitment and Retention
From the Lens of the Dean of Faculty Affairs

- Think Big Picture
- Think, align, and measure
- Build alliance and momentum and deliver results
We Are Marshall
We are committed to inclusive excellence

MULTICULTURAL IMPACT
FOR FUTURE PHYSICIANS’ TRAINING

Improved...
Medical Education
Physician-Patient Relationships
Awareness of and Sensitivity to Diverse Populations
Communication
Team Work

Thank You