

## **Recommendations for Recruiting and Retaining Diverse Faculty and Staff for the University of South Carolina School of Medicine**

The recommendations below are based on our committee studying best practices and from ongoing input from our members. Inclusion excellence for the School of Medicine (SoM) cannot be isolated from the unique relationships we have as part of a university system and with our health system partners. Success will be achieved with a diversity plan that leverages those relationships and considers the environment where the SoM resides. Prioritization of steps will be important, but we should not delay our efforts to achieve greater diversity and inclusion. Everyone must be involved in creating these changes; we must have engaged leadership at all levels including the Dean, Chairs, Directors and Supervisors. Resources must be allocated to enable our efforts to enhance recruitment and retention.

1. **Perform a Campus Climate Assessment** - We must start our efforts with the type of assessment that is being conducted by the Climate Task Force. Periodic re-assessment, both qualitatively and quantitatively, is needed to evaluate our current practices and campus climate regarding diversity and inclusion. We must also assess the climates/plans of Prisma Health, WJB Dorn VAMC, Florence Regional Campus, and other partners in the delivery of care, education, and scholarly efforts.
2. **Develop a Comprehensive Diversity Plan** - Our strategic plan must identify opportunities and goals for improvement related to diversity, equity, and inclusion. The plan must include input from all constituencies – including Prisma Health, WJB Dorn VAMC, and UofSC.
3. **Promote Diversity**
  - a. Inform all faculty and staff members about diversity issues and provide cultural competency training including discussion of policies clearly stating our objectives for inclusive excellence.
  - b. Develop a robust mechanism and climate for faculty and staff to raise issues and concerns that will enhance our inclusive culture.
  - c. Create Diversity Achievement Awards need to promote inclusive efforts by staff and faculty
  - d. Recognize such achievements in the marketing materials and digital presence of the SoM and health system
  - e. Create a candidate referral program to promote diversity.
  - f. Ask all candidates to submit, as a part of their application process, their contributions to diversity, equity, and inclusion excellence.
4. **Develop an Image of the SoM as a Diverse and Inclusive Place to Thrive**
  - a. Showcase successes using the updated video monitors
  - b. Revise Website to highlight who we are and who we want to be
  - c. Highlight our community's diversity
  - d. Enhance/develop our social media presence
  - e. Create a marketing campaign
    - a. Target relevant journals
    - b. Participate in recruitment fairs
  - f. Hold special events that celebrate student, staff, and faculty diversity
  - g. Take stances on important public health and other issues related to diversity and race
  - h. Build relationships with organizations that share the mission of increasing diversity in science and medicine; create a sense of community within the SoM

**5. Optimize the Search Process**

- a. Select diverse search committees.
- b. Provide each faculty/staff search committee a briefing which includes training addressing explicit and implicit bias, engaging with the Equal Opportunity Office (EOO) for design and/or delivery.
- c. Proactively search for applicants from underrepresented groups, targeting sources where diverse candidates “congregate”.
- d. Promote our commitment to inclusion in all search ads, making strong statements regarding diversity and using language with specific demographics in mind for targeted recruitment.
- e. Through screening, determine what is important to candidates so that these areas are addressed during interview
- f. Offer candidates/finalists meeting with our top diversity officer or other leaders
- g. Recognize that candidates may need a little more time in the community with their spouse or partner, to fully appreciate the resources available to them for a high quality of life

**6. Address Hiring Practices for inclusive excellence**

- a. Create opportunities for hiring more than one person of diversity at a time or hiring individuals at all levels that are well versed in more than one area and can float between disciplines
- b. Implement a “Visiting Scholar Program” and/or a “Faculty Exchange” by contacting historically black colleges and universities and other minority-serving institutions to be part of the faculty
- c. Create onboarding experience for all new employees that is as personalized as possible

**7. Develop a Multicultural Resource Directory for Candidates and New Faculty Hires**

- a. Develop, provide, and continuously update a guide of multicultural resources with easy access on the SoM website
- b. Focus on unique SoM opportunities, and offer regular educational opportunities through courses, workshops, and visits to other schools
- c. Broadly promote events sponsored by the UofSC Office of Diversity, Equity and Inclusion as well as activities developed specifically for the UofSC SOM to all staff, faculty, students.

**8. Create Funding Initiatives for competitive salary and start-up incentives**

- a. Fund for diverse faculty research projects
- b. Create targeted fundraising campaigns to support faculty diversity
- c. Pool resources from different sources within and from our partners
- d. Develop funding to support hiring partners to eliminate barriers for recruitment across units

**9. Postdoc Pipeline - Develop a funded (endowed) mentoring program to recruit and transition postdoctoral fellows into faculty positions**

**10. Develop Mentoring and Support Programs**

- a. Assign mentors for new hires, attending to special circumstances such as minority status.
- b. Hold special events for the mentors and mentees that invite other faculty and staff to participate
- c. Institute a Minority Employee Council (MEC) for camaraderie/support of minority faculty & staff
- d. Offer leadership training to faculty and staff, with special attention to inclusion and diversity

**11. Track Recruitment, Retention and other Relevant Data**

- a. Routinely conduct exit interviews with faculty and staff and utilize de-identified qualitative data to help revise our recruitment and retention efforts
- b. Track appropriate metrics to inform decision making regarding diversity and inclusion initiatives.