Diversity and Inclusion Strategic Plan
Comprehensive Summary

Five working groups have developed a comprehensive plan for MUSC. The plan includes 12 objectives, 44 strategies and 87 milestones for the implementation phase to execute. This document provides a summary of the objectives and strategies that are scheduled for implementation in the first 6 months to 1 year. For more details on long-term milestones and target dates (2-5 years), refer to the full Strategic Plan.

Recruitment & Pipeline Working Group

Goal Statement: To develop the recruitment tools and pipelines that will insure an infusion of underrepresented talent to the enterprise. To identify and actively recruit diverse and talented individuals into the organization, adding to the richness of our culture and bringing new energy and synergy to accomplish our organizational mission.

Objectives:
1. Attract and recruit diverse students.
2. Attract and recruit diverse members of the workforce.
3. Attract and recruit diverse members of the leadership and management team.

Strategies for Year 1:
- Identify resources (internal and external) available to support current and new recruitment goals across the enterprise, which may include MUSC’s nationally recognized “best practices.”
- Identify underrepresented populations and develop or enhance strategies based upon prioritize recruitment strategies and college/entity annual goals.
- Develop and implement a recruitment and advertising/marketing plan for underrepresented minorities (URM), which reaches local, state, regional and national venues.
- Build and enhance new and existing relationships (i.e., educational partners, business partners, and alumni), which help achieve the Plan’s objectives.
- Develop and implement internal leadership management programs, which provide clear pathways for professional development and promotion.

Education & Training Working Group

Goal Statement: To provide Diversity and Inclusion Education and development for every member of the MUSC Community so every member develops an appreciation for the richness that our diversity brings and demonstrates commitment to our culture of inclusion.
Objectives:
1. Develop and implement a core curriculum on diversity and inclusion for every member of the MUSC community.
2. Create and optimize ongoing educational diversity and inclusion opportunities for learning and development.
3. Develop and implement educational strategies to equip leaders with the ability to manage, support, and foster a culture of diversity and inclusion for every member of the MUSC community.

Strategies for Year 1:
- Develop and implement a standardized non-exempt new employee orientation on diversity and inclusion required across the enterprise.
- Develop and implement and/or enhance existing diversity and inclusion educational and training development opportunities for continuing education beyond core content offered as a new employee.
- Incentivize professional development, education and training in diversity and inclusion and cultural awareness for employees and managers, and develop a specific series for leadership/management teams.
- Develop and implement specific education and training opportunities that relate to national accrediting, academic and licensure standards (Assess barriers impeding upward mobility for URM in the workforce).
- Develop online web resources and tools for diversity and inclusion education and training.
- Identify areas of the organization where there is no URM representation on leadership/management teams and use strategies identified in recruitment pipeline objectives to increase representation.
- Ensure access to opportunities for education and training by advertising/communicating opportunities for diversity and inclusion education and training in diverse venues and in multiple formats.

Engagement and Inclusion Working Group

Goal Statement: To develop ongoing processes of engagement and inclusion, which reflect both recognition of the past and promise of a brighter future, and both encourages and recognizes the contribution and value of everyone in the MUSC community.

Objectives:
1. Encourage a diverse and inclusive environment for our workforce, students, patients and visitors.
2. Enhance and sustain a supportive and inclusive community that embraces and respects all cultures for our workforce, students, patients and visitors.
3. Build upon an environment supportive of open and honest dialogue (internal and external), which acknowledges areas to improve on and celebrates our successes.

Strategies for Year 1:
- Determine internal and external perceptions and attitudes regarding diversity and inclusion.
- Coordinate and execute a complete review and revision, as appropriate, of current human resources personnel related departmental/unit policies and practice to ensure we model diversity and inclusion in our standard operating procedures, hiring practices, state guidelines (MUSC, MUHA, MUSC-P).
- Assess and revise current and/or develop new mechanisms for members of the community to confidentially and safely express mistreatment and discrimination in the organization.
- Assess and/or coordinate and execute an enterprise-wide structural scan that identifies and ensures physical access to all facilities for all community members.
- Develop, enhance and/or implement mentoring, networking and affinity programs for URM workforce, students and faculty.
- Assess barriers impeding upward mobility for URM in the workforce and create an internal Diversity Advisory Council comprised of members from the entire enterprise.
- Enhance current and develop new programs and opportunities to recognize MUSC “best practices and outstanding achievements” in diversity and inclusion and incentivize the accomplishments.
- Establish an annual calendar of events to publically celebrate cultural differences, MUSC historical diversity and inclusion events, and other events.

**Communication, Community Relations & Outreach Working Group**

Goal Statement: To increase awareness of MUSC's diversity and inclusion mission internally and externally through effective communication and meaningful community partnerships.

Objectives:
1. Increase internal awareness of diversity and inclusion mission, strategies for improvement and activities.
2. Increase external awareness of diversity and inclusion mission, strategies for improvement and activities.
3. Build or enhance community partnerships to demonstrate MUSC’s commitment to diversity and inclusion strategies.

Strategies for Year 1:
- Operationally define the external audiences and design specific messaging for each.
- Create and/or revise current organizational structure for enhanced coordination and dissemination of information to priority targeted audiences enterprise-wide and launch a
massive, multifaceted campaign to enlighten, educate, inspire and keep all communities abreast of diversity and inclusion progress.

- Create and implement multiple ways for MUSC to continually share and receive (feedback) communication regarding diversity and inclusion strategies (e.g., Community Advisory Council, Internal Advisory Council, Town Halls, Diversity Ambassadors, Student Government Association, College Diversity Committees, etc.).
- Continuously update and produce print and online resources and information in multiple languages and culturally appropriate and accessible formats.
- Leverage the use of a multifaceted approach to effectively communicate across a diverse community (consider diversity of age, gender, ethnicity, socio economic status, ability, etc.).

**Performance Outcomes & Metrics Working Group**

Purpose: The purpose of the Performance Outcomes and Metrics Working Group is to support the success of the Diversity and Inclusion Strategic Plan through the evaluation of existing data and the development of recommendations for data capacity, reporting and analysis. Throughout the process, this group has provided guidance to our working groups to develop measurable milestones and attainable target dates.

Objectives:
1. Determine the present state of the university regarding its culture of diversity and inclusion.
   *This includes administering a Climate survey – see below for additional information*
2. Serve as a support resource and consultant to other Working Groups.
3. Foster communications and data-driven decisions by creating and maintaining a centralized, institution-wide repository of results on metrics related to Diversity and Inclusion objectives and strategies.

**MUSC Climate Survey Overview**

MUSC will undertake the organization’s first enterprise-wide climate survey. After a comprehensive review of literature along with a preview of instruments, we have selected the Chrobot-Mason Diversity Scale. As an academic research center, it best meets our high standards for reliability and predictive validity.

Several overarching factors were significant in the decision to recommend a climate survey. They were:
- A climate survey or cultural scan is a nationally recognized best practice for beginning an organizational strategic initiative on diversity and inclusion.
A climate survey is one way organizations demonstrate their commitment to addressing diversity and inclusion, and as a result build trust with employees, faculty, students and the broader community.

A climate survey serves as an instrument that allows the organization to establish a benchmark that reflects the internal community members’ “attitudes and perceptions” regarding diversity and inclusion.

A climate survey can show change about community perceptions, knowledge and attitudes regarding diversity and inclusion over time, when administered regularly.

The survey may:

- Supplement data that reinforce the objectives as defined in the organization’s strategic plan, though it does not provide prescriptive data at the micro-organizational level.
- Strengthen and justify, as appropriate, why a strategic approach to diversity and inclusion is important.
- Strengthen a community’s sense of engagement and inclusion.
- Strengthen the organization’s justification for allocation of resources to improve diversity and inclusion climate.
- Strengthen a leader’s ability to assess the climate they create and experience.
- Strengthen the connection between the objectives and strategies that have been defined, by assigning greater precedence to areas of the organization with the greatest opportunity for improvement.