



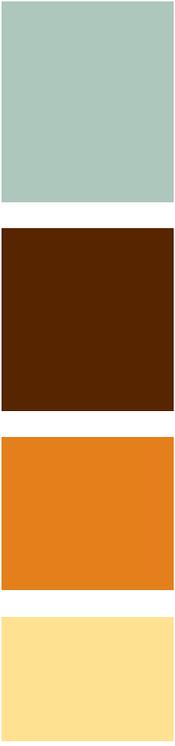
Diversity & Inclusion Plan



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Purdue University
School of Veterinary Medicine







Introduction

The role and responsibility of the Office of Diversity Initiatives of Purdue Veterinary Medicine (PVM) is to create the culture value and expectational norm that integrates and leverages diversity and inclusion organically – as just a matter of course for performing every day, everywhere PVM transactional business. With that understanding the purpose of this document is to align diversity and inclusion initiatives with the PVM strategic plan adopted by the PVM faculty in 2008. The intent is not to supplant the priorities and initiatives that were identified in that process, but to incorporate within the existing goals and directives concepts, strategies, and methodologies that augment and enhance achieving excellence.

Ultimately, the intent of a PVM diversity plan is to establish a climate that has at its core the encouragement of mutual respect, the recognition internally and externally of high performance, and demonstrable openness and inclusion. Central to the PVM diversity focus is a guiding principle of equal access, equal employment and equal educational opportunity for all persons, without regard to race, ethnicity, religion, age, national origin or ancestry, marital status, parental status, sexual orientation, gender identity, disability, or veteran status. Strategies and initiatives outlined in this plan must assist the entire PVM community to be receptive to such concepts and to be open to increasing their awareness of the ways in which we as individuals contribute to inclusive excellence.



Historical Context

In the context of the “One Health Concept”, future advances in medicine are dependent upon our ability to successfully produce excellence among healthcare professionals for both humans and animals. Not only do humans and animals share comparable conditions e.g., cancer, diabetes, emphysema, and obesity, but, novel therapeutics, surgical innovations and vaccines developed for humans are first studied in animals. Frequently, those products and procedures are then applied to both human and animal species. The Veterinarian’s Oath affirms the goal of promoting public health as well as the protection of animal health. For these reasons, and as an extension of their training in comparative medicine, veterinarians are well-positioned to advance both animal and human health.

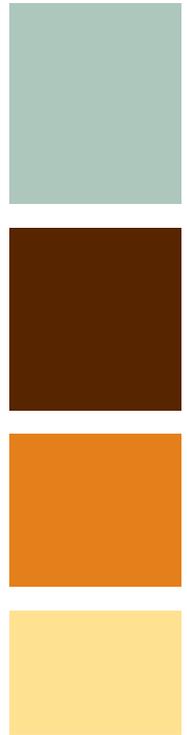
However, the veterinary profession currently faces a shortage of healthcare professionals. Veterinary shortage areas are not limited to traditional practice. Veterinarians also serve vital roles in food safety and diagnostics. The United States Government Accountability Office has identified a critical shortage of veterinarians available to protect both public and animal health during routine and catastrophic events (GAO, 2009). In response, the Veterinary Medicine Loan Repayment Program was enacted by the United States Department of Agriculture, National Institute of Food and Agriculture to address the shortage of veterinarians serving in rural areas. Moreover, the U.S. Bureau of Labor Statistics predicts a 33% increase in the employment of veterinarians from 2008-2018 across the breadth of veterinary career opportunities. This translates to an additional 19,700 employment opportunities (The U.S. Bureau of Labor Statistics, 2008-2009).

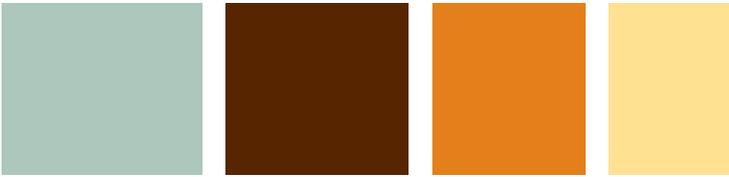
Veterinary medicine’s origins stem from the need to provide medical care to livestock and horses in a predominantly rural society. As society has become urbanized, the profession faces a shortage of practitioners familiar with rural life and comfortable with livestock. As the geographic shifts in population have created a more urban focus, students are attracted to careers caring for companion animals. Meanwhile, the veterinary profession as a whole has not sufficiently marketed the breadth of career opportunities across the profession (Chubin DE, and Mohamed S, 2009; Lowrie PM, 2009). These opportunities require individuals of diverse cultural backgrounds, to address diverse societal needs in the 21st century.

It has been documented that the veterinary profession is the least diverse of health care professions, with Caucasian females in the majority (Strayhorn TL, 2009; Greenhill LM, 2007; Kendall T, 2004; Nelson, P, 2004). To address this and related issues, in 2005 the American Association of Veterinary Medical Colleges (AAVMC) launched DiVersity Matters, an initiative devoted to creating and supporting efforts to increase diversity in academic veterinary medicine. The AAVMC has defined underrepresented groups in Veterinary Medicine (URVM) as populations of individuals whose advancement in the veterinary medical profession has historically been disproportionately impacted by six specific aspects of diversity (gender, race, ethnicity and geographic, socioeconomic and educational disadvantage) due to legal, cultural, and social climate impediments. With the acknowledgement of the profession's historical unsuccessful attempts to attract and/or provide access to specific segments of the population, AAVMC, via DiVersity Matters, implemented one strategic initiative to actively contribute to the diversification of the profession by diversifying their student bodies.

Recruitment and retention of URVM populations are equally important goals; however, retention is directly related to the presence/absence of a critical mass of these groups, as well as a welcoming, inclusive climate for all who work and study within PVM facilities. The ultimate goal of excellence for PVM can only be realized when the core values pertaining to diversity and inclusion become intrinsic to its academic, business, co-curricular and cultural core, as well as the public perception of PVM via our engagement enterprise.

An intrinsic part of both recruitment and retention of students and creating an inclusive climate is the recruitment and retention of a more diverse PVM workforce. For example, among tenure stream faculty at PVM, faculty of color represent 14.1%, 13.7% and 13.3% for the years 2008-09, 2009-2010, and 2010-2011 respectively. Among this demographic, Black and Hispanic Americans constitute 3.0%, 3.5% and 3.0% for each year reported. The shift of one individual in or out of the full complement can compromise any gain for any given year because of the relatively small numbers. As a result of this observation, it is imperative that a specific goal address both the development and the rigorous recruitment of a faculty pipeline. In order to retain faculty – and other workforce constituencies, the organizational climate and culture should be the focus of an additional goal.





The 2008-2014 PVM Strategic Plan affirms the school's values, culture, and commitment to promote a collegial, diverse and supportive work and learning environment that is enhanced by diversity of gender, race, ethnicity, career goals, and socioeconomic, educational, and geographic backgrounds. While the PVM Office of Diversity Initiatives leads the efforts in fostering these values, a culture of inclusion must be sustained throughout the school. Examples of initial efforts include:

- The formation of a Veterinary Students as One in Culture and Ethnicity (VOICE) Chapter;
- Community outreach via the PVM Ambassador program;
- Faculty and staff participation in University-led training programs such as Diversity at Work and the Multicultural and Gender Forums;
- Innovative efforts in recruiting students from URVM populations through development of programs such as Access to Animal-Related Careers (A³RC);
- Receipt of an USDA/NIFA grant award to support a DVM Multicultural Scholars Program;
- The engagement of women faculty and faculty of color in discussions of recommendations for adjustments to the quality of work life within PVM with a focus on traditional underrepresented groups;
- The launching of the DVM DiversityKey Certificate Program, in collaboration with Purdue University's Diversity Resource Office (DRO);
- Collaboration with Michigan State University College of Veterinary Medicine, (May 2010) in the inaugural Iverson Bell Midwest Regional Diversity Summit which focused on the infusion of diversity and inclusion into the veterinary curriculum;
- And, the introduction of diversity concepts into other programs including Boiler Vet Camps, and partnerships with elementary, middle, and high school teachers and students. These efforts engage potential veterinary students at early stages of their education.

This commitment to work and learning environmental values has resulted in increased racial diversity in professional student enrollment in the Doctor of Veterinary Medicine (DVM) program as well as a high level of retention of professional students. In 2006, the DVM program had six students in a class of 65 students (9.2%) from URVM populations. In 2009, one year after the Office of Diversity Initiatives was established, 14.3% of the DVM students in the first year class were from URVM populations with 1.4% Black/African American, 4.3% Hispanic/Latino and 8.6% Asian/Pacific Islander students. Two years later, the Class of 2015 is projected to include a historic 25% URVM population. Retention of DVM students from URVM populations compares well to the overall retention rate with an average over the past 10 years of 92.38% compared to 92.41% for non-minority students overall for the same period.

While each of the above-referenced programs, initiatives and activities are notable, they are not sufficient to sustain the goal of inclusive excellence without a prescribed set of strategies that receive ongoing evaluation. Goals, strategies and initiatives that build a veterinary workforce that more accurately reflects the diverse demographics of society and creates a work and learning environment that supports all stakeholders, must be routinely evaluated, adjusted and augmented to excel beyond the status quo.

Through the efforts of many, much has been accomplished, but more remains to be done. The plan outlined below details thematic areas aligned with the PVM 2008-2014 Strategic Plan, and will serve as a roadmap to achieve a new level of consciousness within PVM. This consciousness will nurture new cultural intersections among our members, increased intercultural awareness and acceptance, and a veterinary healthcare academic community that is aware, connected and responsive to the needs of an increasingly multicultural and global society.







Goals

The goals below were determined through the 2008-2014 PVM Strategic Plan process and are grounded in the tripartite mission of Purdue University: Launching Tomorrow's Leaders (Learning), Discovery with Delivery (Research) and Meeting Global Challenges (Engagement).

Goal #1: Launching Veterinary and Biomedical Careers

The PVM will be the most comprehensive and innovative veterinary institution in the country, with faculty from diverse backgrounds delivering education and training in all programs [DVM, Veterinary Technology, Indiana University School of Medicine, and post-graduate education (MS, PhD, residents and interns)].

Goal #2: Delivering Discovery that benefits Animal and Human Health

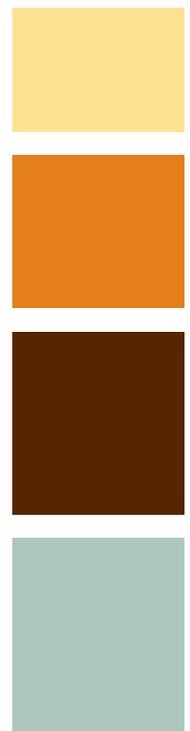
The PVM will expand multidisciplinary and translational discovery programs in our areas of strength that emphasize the development and use of animal models to benefit both animal and human health.

Goal #3: Providing Service and Knowledge that impact our Global Society

The PVM will be world-renowned for our impact on society through the improvement of animal and human health.

Collectively, strategies and or initiatives to achieve the goals of the PVM Strategic Plan in the context of diversity and inclusion are presented as shared strategies which are expected to advance the goals, as well as strategies specific to each goal (learning, discovery, engagement). Among them are:

- Promote excellence in all PVM activities.
- Incorporate ethics, communication, diversity and cultural competency in curricula.
- Foster an inclusive environment within PVM and improve multicultural competencies among all PVM members.
- Create and maintain an environment that promotes a balanced lifestyle, diversity and inclusion.
- Provide opportunities and common areas for faculty, staff and student interaction.
- Address recruitment pipeline issues by expanding K-20 outreach, particularly within targeted populations.



Directives & Initiatives

Goal# 1: Launching Veterinary and Biomedical Careers

Directive 1: Address future societal needs by graduating a larger, better prepared and more diverse veterinary medical and veterinary technology student body.



Initiatives:

- Develop and implement a student recruitment plan that aligns with strategic plan priorities for building a more diverse student body. This more diverse student body will increase URVM populations and will also better reflect future societal demographics and needs.
- Develop formal relationships with minority-serving institutions (such as the Historically Black Colleges and Universities or HBCUs) with strong pre-veterinary programs with academic outcomes consistent with PVM expectations.
- Develop and implement strategies to achieve gender balance in PVM academic programs.
- Adopt and strengthen admissions policies and practices that facilitate the selection of a diverse student enrollment in PVM academic programs.
- Develop and implement strategies to ease educational cost/entry level salary divergence.

Directive 2: Continue to be an international leader in veterinary technology education through diversification of faculty, staff and students and the introduction of intercultural communication into fully integrated VT/DVM programs.

Initiatives:

- Provide an integrative multicultural experience for all students in the VTH setting that promotes appreciation of difference among clients and members of the veterinary medical healthcare team.
- Expand use of problem-based learning and case-based learning opportunities designed to increase student intercultural competence and diversity awareness.
- Provide enhanced opportunities for building the intercultural and inclusive aspects of clinical, leadership, communication and interpersonal skills.
- Revise B.S. degree curriculum to provide clinical experiences in the VTH, and develop and deliver an on-line B.S. degree curriculum with focused marketing to target URVM populations.

Directive 3: Provide intercultural experiential training programs for graduate students, residents and interns such that positions in academia, research and specialty clinics can be filled with Purdue graduates.

Initiatives:

- Increase race/ethnic/gender diversity in post-DVM training programs (graduate programs, internships and residencies) via active targeted recruitment.
- Develop formal relationships with other Schools and Colleges of Veterinary Medicine which presently have diverse student populations (e.g. Tuskegee University School of Veterinary Medicine, accredited international schools such as Ross University).
- Provide and appropriately market post-DVM educational opportunities to increase the number of URVM graduates in areas of need.

Goal #2: Delivering Discovery that Benefits Animal and Human Health

Directive 1: Build diverse research teams of faculty, staff and graduate students, and encourage and support research that highlight relationships with health disparities.

Initiatives:

- Encourage greater diversity among research teams at PVM. Currently, research teams tend to reflect the race and/or gender of the principal investigator.
- Market PVM research programs and facilities to target URVM populations, and where appropriate, highlight relationships in areas of health disparities.
- Examine peer institutions that have been successful in recruiting URVM populations as models for developing optimal recruiting methods.
- Recruit and retain undergraduate, and professional students from URVM groups for summer research programs within PVM.
- Support and participate in currently successful PVM and university programs fostering recruitment efforts (such as SROP, HBI visitation program).
- Address diversity and cultural competency within the summer research curriculum.
- Facilitate increased cultural awareness and understanding by PVM faculty, students, and staff by encouraging their participation in diversity workshops/trainings.
- Build strategic partnerships with minority-serving undergraduate institutions, aimed at promoting research careers.
- Encourage and support faculty sabbatical leaves that align with PVM strategic diversity goals.
- While maintaining emphasis on the PVM four major research areas, enhance and promote programs or aspects of projects which feature areas of interest that are meaningful to URVM populations.



Directives & Initiatives

Goal #3: Providing Service and Knowledge that Impact our Global Society

Directive 1: Enhance outreach activities that result in high quality public relations and communication between diverse populations and the veterinary profession, the scientific community, and our clients.



Initiatives:

- Increase access to veterinary care to under-served populations.
- Provide intercultural training for students planning to participate in Study Abroad.
- Encourage and support PVM faculty, staff, and students in their involvement in professional organizations that are addressing diversity and inclusion.
- Share the implementation and outcomes of PVM diversity initiatives with a more diverse population of veterinary professionals.
- Provide relevant cultural training for all faculty, staff and students who play key roles in PVM engagement and outreach efforts.

Goal# 4: Faculty and Staff Recruitment, Retention and Development

Directive 1: Increase and retain URVM faculty and staff members within PVM.

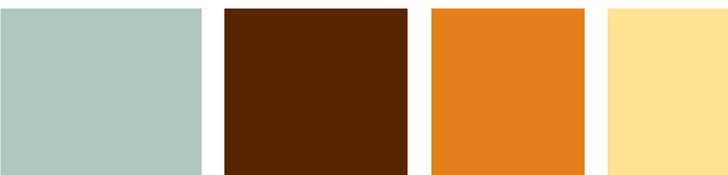
Initiatives:

- Develop search protocols that contain details about plans to diversify applicant pools.
- Provide and require training for search committee members to maximize inclusive approaches to searches.
- Require and appoint a diversity advocate on every search committee.
- Encourage and support collaborations that seek to address health disparities.
- Provide sabbatical leave opportunities for PVM faculty to continue their scholarly development at teaching and discovery institutions of great diversity.

Directive 2: Increase awareness among PVM faculty, staff and students that diversity and inclusion are core values that extend into the clinical environment.

- Provide on-campus presentations, forums, and workshops for PVM faculty and staff that focus on diversity issues specific to the veterinary clinical environment.
- Develop and provide intercultural training through the use of clinic-specific intercultural teaching modules.

Goal# 5: Fostering an Inclusive Climate





Directive 1: Foster a welcoming, inclusive climate that supports all faculty, staff and student success and increases quality in the work lives of all stakeholders.

Initiatives:

- Develop and deliver programming to faculty, staff and students designed to increase awareness and acceptance of multiple dimensions of diversity, including, but not limited to, GLBTQ concerns, religious diversity and inter-generational workplace interactions.
- Develop and deliver programming that will support specific minority segments of the PVM population (such as women faculty and male students).
- Create a workplace environment that supports PVM faculty and staff participation in diversity trainings and workshops.

Directive 2: Provide opportunities for PVM faculty and staff members to increase their intercultural competencies and knowledge of social justice issues, and communicate the expectation that everyone will take full advantage of these opportunities.

Initiatives:

- Provide opportunities and resources for PVM faculty and staff to participate in on- and off-campus diversity trainings and workshops.
- Provide on-campus discussions/workshops/trainings for PVM faculty and staff that focus on diversity issues specific to the veterinary healthcare field.





Conclusion

The mission of PVM is to globally advance animal health and welfare and human health through excellence in learning, discovery, and engagement. Toward this end, we foster growth and development of an environment that is collegial, diverse and supportive as a transformative change model enhancing the outcomes of the tripartite mission of PVM.

We will achieve excellence with an environment that is enhanced by diversity as defined in its broadest sense. In order to address society's current and anticipated needs for veterinary professionals (Willis, NG et al, 2007) we must graduate veterinary healthcare professionals who are practice-ready in terms of clinical competencies, who are culturally sensitive and committed in thought and action, and who are prepared to successfully practice in a multicultural community.

Importantly, the North American Veterinary Medical Education Consortium (NAVMEC) has recommended to the AAVMC that diversity/multicultural awareness be made a core competency for the 21st Century graduate (NAVMEC, 2010). The goals, directives and suggested initiatives presented in this plan represent a multi-tiered, multi-faceted approach to achieving excellence in veterinary medical education through fostering diversity and inclusion among the entire PVM community.

To accomplish the goals set forth in this document, a diversity and inclusion manual will be crafted which includes both implementation and assessment strategies. A crucial component of this plan is the expectation of consistent collaboration between multiple PVM offices, such as Academic Affairs, Student Services, Engagement, Alumni Affairs, Research, and International Programs. Metrics collected as a part of the PVM Strategic Plan monitoring will also provide necessary assessment information and benchmarks for success.

As a living document, it is expected that there will be addenda as new initiatives surface, best practices discovered and success achieved. With administrative concurrence, these will be incorporated.

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