



# 2019 DIVERSITY AND INCLUSION STRATEGIC PLAN

St. John's College of Nursing

**St. John’s College of Nursing  
Diversity and Inclusion Strategic Plan  
2019**

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**BACKGROUND**

This plan will enhance the recruitment and retention of diverse faculty, staff and student body. The goal of this initiative is to provide guidance and strategies to achieve a greater level of inclusion and success for underrepresented populations while encouraging a culture of inclusiveness.

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## **Importance of Diversity**

Diversity acknowledges and appreciates differing beliefs, attitudes and backgrounds. The inclusion of different types of people in a healthcare organization is necessary to build a strong nursing workforce to more closely mirror the global community and promote excellence in nursing education.

A culturally diverse workforce is vital to meeting the health care needs of an increasingly diverse population. As the minority population continues to increase and society becomes more culturally diverse, so does the challenge of providing health care to English as a second language patients with culturally diverse health needs. A challenge is to prepare a workforce that mirrors the population. Underrepresentation of diverse populations in the St. John's College of Nursing (College) perpetuates to underrepresentation in diversity among nurses at St. John's Hospital. The key to changing the racial and ethnic diversity in nursing is increasing the diversity of nursing students and faculty in nursing education programs.

## **Introduction**

The St. John's College of Nursing is committed to building and maintaining an environment that supports inclusivity and fosters the success of a diverse, culturally sensitive faculty, staff and student body. The College respects individuals while acknowledging the differences among them. The College works to foster a climate that is welcoming and respectful of all individuals and groups. Valuing diversity is part of the vision, mission, values and philosophy of the College of Nursing and this Strategic Plan.

The College recognizes and values the considerable educational benefits emanating from diversity in preparing students for life and leadership in a multicultural world. The College continues to facilitate efforts to advance and sustain an organizational culture and climate that welcomes diversity, equity and inclusiveness. The College is committed to promoting principles of equity and inclusion and following best practices to attract diverse students, faculty, staff and administrative leaders. Best practices must include strengthening the pipeline of diverse individuals with advanced credentials, ensuring services are in place to support retention, foster student completion at a rate that closes the existing achievement gaps and implementing programs and strategies to establish a welcoming environment for all.

## **Vision**

The College of Nursing will help diversify the nursing workforce at St. John's Hospital by establishing diversity as a core value in the College and implementing a multi-pronged approach to strengthen inclusion.

The Strategic Diversity Plan outlines strategic goals and implementation strategies and tactics to help the College strengthen diversity as a core value. These goals include:

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1. Develop and maintain a climate that embraces diversity.
2. Attract and retain a greater number of individuals from underrepresented populations into faculty, staff, administrative positions and the student body.
3. Establish accountability and oversight of diversity initiatives.
4. Develop and strengthen partnerships with diverse community programs.
5. Develop and implement a comprehensive diversity communication plan to advance interests in diversity both internally and externally.
6. Obtain funding for diversity initiatives.

## **Strategic Diversity and Inclusion Plan**

*Goal 1: Develop and maintain a climate that embraces diversity.*

Strategy 1. Foster a total campus environment that respects differences and encourages inclusiveness as well as maintains a campus climate and culture in which embracing diversity is a core value enacted by all members of the College community.

Tactic 1. Encourage the formation of diverse student groups to provide a sense of inclusion for students to engage in discussions relative to issues regarding diversity.

Strategy 2. Increase employees' capacity to support an inclusive and diverse campus community.

Tactic 1: Appoint a minority affairs representative to enhance access for potential students and current students to undergraduate, graduate and professional programs, especially those whose perspectives have been historically underrepresented and underserved in higher education.

Tactic 2: Develop and implement a comprehensive system of education and training sessions focused on effectively managing and leveraging diversity for students, faculty, and staff.

*Goal 2: Attract and retain a greater number of individuals from underrepresented populations into faculty, staff, administrative positions and the student body.*

Strategy 1: Develop a recruitment and retention plan for a diverse student body.

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Tactic 1: Identify short- and long-term recruitment and retention strategies for the undergraduate and graduate programs.

Tactic 2: Develop relationships with middle schools, high schools, community colleges, Historically Black Colleges & Universities and other colleges and universities with diverse student populations in an effort to help recruit students.

Strategy 2: Enhance strategies for student success.

Tactic 1: Utilize the diversity advisory committee and recruitment team to provide feedback for obtaining the competitive edge with other College student success programs.

Tactic 2: Provide support services to current and future students to enhance academic performance by providing tutoring for math and science, study groups for new and/or prospective students.

Strategy 3: Recruit and retain a diverse faculty and staff.

Tactic 1: Actively recruit individuals from diverse nursing associations, diversity nursing conferences, faculty and staff searches by setting up exhibit booths, speaking to minority nursing student groups and using sororities and fraternities to connect with nursing students.

Measure: Track the number of applicants and interviews.

Tactic 2: Advertise widely in minority nursing and higher education journals and become members of associations such as: National Association of Hispanic Nurses

National Black Nurses Association

Asian American/Pacific Islander Nurses Association

American Assembly for Men in Nursing

Measure: Document ads placed in journals with highly diverse readerships.

Tactic 3: Ensure that the recruitment team is highly energetic and well trained in engaging youth and encompasses a nurse, a recruiter, and a minority who researches schools to ensure the best use of resources.

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Measure: Document number of trained Human Resource professionals who serve on search committees; track diversity training of search committee members.

*Goal 3: Establish accountability and oversight of diversity initiatives.*

Strategy 1. Establish a Recruitment Committee that is accountable for inclusive recruitment strategies. The committee will consist of at least five individuals of various levels of faculty, staff, administration and student representatives.

Tactic 1. The Recruitment Committee should develop a comprehensive recruitment plan with measurable goals and accountability measures that encompass using best practices to develop a recruitment strategy that is inclusive of underrepresented populations and helps to expand the number of qualified minorities in applicant pools.

Tactic 2. The Recruitment Committee should evaluate and revise current recruitment practices and monitor demographic trends in high school, community college and university student populations to develop a pipeline of prospective students and prepare for shifting priorities in outreach and recruitment strategies.

Tactic 3. Continue to engage and work with minority students who were unsuccessful in being accepted into the program to improve areas of weakness and encourage them to reapply the next semester.

Strategy 2. Establish a Diversity Council that is accountable for oversight, advisement and monitoring of all diversity-related procedures, activities and initiatives.

The Diversity Council duties may include, but are not limited to:

- Monitor faculty demographics, retention rates and promotion; disaggregate according to race, ethnicity, gender, first generation and disability status.
- Track turnover and include questions about diversity/campus climate in exit interviews. Review and as needed revise or create policies and practices that ensure a focus on inclusivity, diversity, equity and compliance.
- Develop strategies to increase the diversity of faculty, staff and administrators designed to eliminate access, recruitment, and development barriers that deter professional advancement and personal fulfillment.
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- Analyze issues/problems with retention and develop intervention programs to address barriers to retention.
- Explore the feasibility of an English as a second language initiative.

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Measure: Review the admission formula and compile a report focused on ways to increase enrollment of underrepresented students.

*Goal 4: Develop and strengthen partnerships with diverse community programs.*

Strategy 1: Build partnerships with diverse communities, businesses, and civic community organizations to support diversity and multiculturalism in the College and student pipeline.

Tactic 1. Increase outreach to state community, two-year and four-year diverse colleges and universities in an effort to create smoother pathways for diverse transfer students.

Tactic 2: Initiate targeted recruitment by enlisting the assistance of community groups to engage schools to reach students interested in nursing.

Tactic 3: Collaborate with Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Asian American and Native American Pacific Islander-Serving Institutions (AANAPIs), the international higher education network of the Calandra Institute, National League of Nurses and American Nurses Association.

Strategy 2: Create partnerships to develop a structured diversity pipeline program.

Tactic 1: Establish collaborative relationships between recruitment and outreach services to coordinate K-12 pipeline programs, two-year institutions and initiatives to connect potential students to the nursing academic departments.

Tactic 2: Identify key prerequisites and work towards including pipeline courses to assist in pre-entry preparation. Prepare an overview of the type and number of courses they should complete at a high school level.

Tactic 3: Provide a working lunch session for high school counselors to raise their awareness and encourage them to provide information to students on the College's nursing program. Develop a video to be shown to Springfield School District 186 students in math and science classes to expose them to careers in nursing.

Measures associated with pipeline include mentoring, academic and psychosocial support, tutoring, bridge programs, flexible schedules and support services.

*Goal 5: Develop and implement a comprehensive diversity communication plan to advance interest in diversity both internally and externally.*

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Strategy 1. Promote the visibility of diversity efforts with appropriate communication that expand marketing efforts to reach designated audiences while highlighting the College's commitment to diversity.

Tactic 1. Develop a visual identity for diversity messaging by emphasizing diversity as a core value through college media outlets.

Tactic 2. Review and enhance existing diversity recruitment materials that describe the College's diversity initiatives and highlight underrepresented populations of ethnic descent. Disseminate both on and off campus.

Tactic 3. Initiate proactive, ongoing media campaigns to support efforts to create a welcoming campus climate and highlight diversity among faculty and students in the newsletter.

Strategy 2: Refine social media, marketing and advertising methods to include diverse populations using social networking websites, such as Facebook and YouTube, to reach out to prospective students.

Strategy 3. Establish a web page for diversity on the College website.

Tactic 1. Create a letter on diversity from the Chancellor or Dean to include on the website.

*Goal 6: Obtain various streams of funding for diversity initiatives.*

Strategy 1: Increase public and private resources necessary to sustain new initiatives to augment the numbers of underrepresented faculty, staff, students and administrators to shape the academic and support services infrastructure necessary to ensure student success.

Tactic 1. Investigate external grant opportunities and funding that may enhance faculty diversity and provide support throughout the College. Work with faculty members writing grants to offer additional programs to students.



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Tactic 2. Explore multiple mechanisms and funding opportunities and community partnerships to expand recruitment and retention of students from underrepresented groups and identify funding sources for nursing students from culturally diverse groups.

Tactic 3. Engage diverse alumni in current activities, recruitment and capital campaigns to help fund non-traditional students from underrepresented student populations.

**CONCLUSION**

St. John's College of Nursing's leadership is committed to successfully carrying out strategies to create a diverse workforce and fostering an inclusive work environment where employees can use their knowledge and expertise to generate innovative ideas that advance nursing education.

The strategies outlined in this plan will serve as a roadmap as the College continues to create a high-performing workforce for the future nurses of St. John's Hospital and representatives of the community. As next steps, a recruitment committee and diversity council will be established to monitor, assess and assume accountability for diversity and inclusion progress, while addressing future needs through active employee engagement and meaningful diversity and inclusion efforts. With all key stakeholders working together, diversity is achievable.

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*\*a full list of sources cited available upon request*