



PennState
College of Medicine

Chief Diversity, Equity, and Belonging Officer

Leadership Profile

April 2021

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The Opportunity

Penn State College of Medicine (PSCOM) seeks a dynamic, experienced and visionary leader to serve as the Chief Diversity, Equity, and Belonging Officer (CDEBO). Committed to addressing institutional racism across the College of Medicine, advancing equality and impact for the PSCOM community and those it serves, and creating an equitable, diverse, and inclusive environment for all learners, faculty, and staff, the CDEBO will be the key senior leader to guide this work.

Reporting to the Dean, the CDEBO will set a bold vision, provide the strategic direction, and leadership for PSCOM's initiatives that promote racial-awareness, equity, and create a community that is welcoming and inclusive across all aspects of diversity and committed to positive change.

The Chief will coordinate and lead efforts to advance a vibrant and progressive program through innovative initiatives, curriculum, services, and policies. This program will incorporate all facets of PSCOM and will guide the Institution to measurable actions leading to greater diversity, equity, a sense of belonging, value, support, and acceptance for all faculty, staff and learners.

The CDEBO will lead the organization's efforts to engrain diversity, equity, and belonging into the fabric of PSCOM's culture. This individual will partner with key leaders to develop a comprehensive approach for learners (medical, physician assistant, nursing, graduate, resident, and fellow), enhancing educational programs and curricula, student applicant pools and matriculates, and partnerships. They will collaborate on initiatives that enhance the recruitment of diverse faculty and leaders while ensuring that mentorship and academic promotion are equitable and inclusive. Among the CDEBO's priorities will be to assess and evaluate the current diversity landscape including the impact of current and future diversity, equity, and belonging efforts. Additionally, this leader will serve as a conduit and convener for others whose roles influence, support, and contribute to the organization's diversity efforts.

The successful candidate will be a thought leader in the field of equity, diversity, and inclusion and have a proven record of accomplishment partnering with key stakeholders at all levels of an organization, including experience working with a senior leadership team. The CDEBO must be comfortable with ambiguity and possess a spirit of innovation. Additionally, this individual will demonstrate evidence of successfully leading, developing, and implementing evidence-based equity, diversity, and inclusion strategies within large, complex organizations and an ability to manage and influence change throughout an organization through effective relationship building skills.

Candidates must have a minimum of five years of relevant experience in a senior leader diversity role; prior experience in higher education is preferred but not required.

The CDEBO is an exciting opportunity for an accomplished, innovative leader with proven effectiveness and expertise in achieving institutional excellence in diversity, equity, and belonging efforts as well as the ability to lead with vision, purposefulness, and optimism in helping shape PSCOM's future.

Organization Overview

The Office of Diversity, Equity and Belonging

PSCOM maintains a singular focus in advancing diversity, equity, and belonging to enhance education, work, and local communities. The College of Medicine is committed to increasing diverse representation in the work force, effectively caring for the community, addressing inequity in biomedical research, and educating and training the learner population. PSCOM embraces and promotes an education system with students from all backgrounds that reflects the nation's demographics and provides leading medical education.

PSCOM's laser-focus on this important journey has been recognized by the INSIGHT Into Diversity magazine and was awarded the 2020 Higher Education Excellence in Diversity (HEED) Award. This is the fifth time PSCOM has been honored with this award.

Dedicated to increasing under-represented minorities within the field of medicine, the Office of Diversity, Equity, and Belonging (ODEB) has ensured a consistent and robust pipeline from various recruitment channels for undergraduate programs. Through these pipeline efforts, PSCOM's goal is to increase the number of physicians from many underrepresented groups. Current pipeline programs include:

- Student National Medical Association
- Minority Association of Pre-Medical Students
- Health Careers Exploration Program
- Males in Medicine
- Short-Term Educational Program for Underrepresented Persons
- Summer Undergraduate Research Internship Program
- PULSE

In partnership with the ODEB, the Office for Culturally Responsive Health Care Education educates providers, teachers, and learners caring for patients from diverse populations. In addition, the Office for a Respectful Learning Environment fosters an educational community at PSCOM in which all learners and educators feel supported, challenged, valued, and respected.

In the summer of 2020, Dr. Kevin Black, Interim Dean of PSCOM, formed an institution-wide diversity task force. This task force and the formation of seven work groups were charged with preparing faculty, student, and staff members in advancing a culture that is welcoming and inclusive across all aspects of diversity. Additionally, this charge focused on the revision of all curricular programs to optimize the learning experience that embraces diversity and equity. Thirdly, the task force and work groups focused on an environment that promotes transparency and reporting of any challenges regarding diversity and a comprehensive follow-through on these issues. With the completion of the Diversity Task Force Report in October 2020, the task force convenes regularly to ensure the operationalization of the initiatives outlined in the Report.

In addition, to create an inclusive work environment, support recruiting efforts and promote strategies for building an improved experience for all patients, PSCOM established the following affinity groups:

- Disability Affinity Resource Network
- Women in Medicine and Science Network
- Interfaith Affinity Resource Network

- LGBTQ and Allies Affinity Resource Network
- Military/Veterans Affinity Resource Network
- Multicultural Affinity Resource Network
- NextGen

For students, there are also opportunities to connect through a multitude of diversity-related groups, which host educational social events throughout the year. These groups include:

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| <ul style="list-style-type: none"> ▪ American Medical Women’s Association ▪ Asian Pacific American Medical Student Association ▪ Disability Advocacy and Awareness Group ▪ Diverse Graduate Student Group ▪ Graduate Women in Science ▪ Jewish Union of Medical Professionals ▪ Latino Medical Student Association | <ul style="list-style-type: none"> ▪ Multicultural Awareness Club ▪ Military Medicine Interest Group/Student Veterans of America ▪ Muslim Student Association ▪ Penn State College of Medicine PULSE ▪ Sexual and Gender Minority Alliance ▪ Student National Medical Association |
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Relationship with Penn State University and Penn State Health

As part of a complex and expansive academic system, PSCOM is housed within the Office of The Provost at PSU. Penn State Health (PSH), the academic health system oversight is directly to the President of PSU. Together, PSCOM and PSH work in collaboration to provide excellent clinical services and advance research and education. The Office of Diversity, Equity, and Belonging at PSCOM is coordinated with PSH, sharing core values, strategic plans, and policies. Both PSCOM and PSH work closely with PSU in matters related to Diversity, Equity, and Belonging.

Core Values

PSCOM and the academic health system are committed to the RITE core values which guide their mission:

- **Respect** is needed for a work, educational, and the patient-care environment that enables meaningful exchange of information and ideas that lead to better patient and education outcomes.
- **Integrity** - doing what is right even when no one is watching - results in establishing trust and confidence, with our patients, students, and each other, that we are committed to doing what is best.
- **Teamwork** and the ability to work effectively with others who are different, results in the exchange of ideas that can result in the newest innovations, and keeping us at the leading edge of medicine, research, and education.
- **Excellence** in education, research and patient care is our expectation in all that we do.

Mission Statements

Diversity, Equity, and Inclusion

PSCOM is fully committed to diversity across ethnicity, race, sexual orientation, generations, military, and life experiences, to name a few. Part of this commitment is advancing support, equity, and belonging that mirrors the University's Statement on Diversity, Equity and Inclusion.

Through these efforts, PSCOM seeks to continuously build upon a respect-based culture that serves students, staff, faculty, and members of the community.

PSCOM seeks to create an environment that is discrimination and harassment free and a recognition for a respectful and inclusive culture for all individuals. This environment will encourage candor and inspire involvement to fully leverage creativity and excellence.

Culturally Responsive Care

In order to deliver upon patient centric care and advance scientific breakthroughs, PSCOM is driven to advance diversity in the student population, faculty, and staff. Through re-assessing recruitment practices, outreach programs, and an inclusive environment, this can be achieved. Specifically, PSCOM recognizes disparities in education, treatment and research, and seeks to further define the Institutional commitment to diversity and belonging.

Diversifying Faculty and Staff

There is an overwhelming amount of research stating the benefits of a diverse physician and researcher workforce in improving patient care. PSCOM is dedicated to recruiting, retaining, and advancing a senior leadership team and workforce that is reflective of the diversity of the nation. In this context, a diverse administration, faculty, research, and staff workforce includes those from groups traditionally underrepresented in medicine, those with military service, individuals with disabilities, and women in currently underrepresented fields.

Diversifying Student Population

Recruitment of diverse students will lead to growth in the learning environment and improve the quality of education for all. With an increase in diverse students, there will potentially be an increase in the number of healthcare professionals working in underserved communities. For this very reason, PSCOM is steadfast in its approach to recruiting, retaining, and advancing a student body that is reflective of the diversity of the nation's and medical center's patient population. Specifically, diversity includes those individuals who are underrepresented in medicine, those who possess disabilities, and individuals in military service.

For further information regarding PSCOM's mission on diversity, equity and belonging, please see the appendix.

Diversity Strategic Plan

Aligning with Penn State University, PSCOM and PSH have formulated a strategic plan around eight key areas.

Communicating Diversity and Inclusion

Awareness of diversity and inclusion and its advancement across faculty, employees, students, patients, and communities is critical. The College of Medicine uses a weekly newsletter, ENews for You, providing updates on new efforts for all individuals. Additionally, the Institution has developed diversity dashboards to provide transparency and a means to measure progress in increasing the diversity of students and employees, and creating a more respectful and inclusive environment for students, employees, and patients and their families.

"Best in Class" Status in Advancing Respect and Inclusion

In the pursuit of excellence, the Institution engages in benchmarking efforts, such as Insight Into Diversity, DiversityInc, Best for Vets, and the Human Rights Campaign's Health Equality Index. In recognition for these efforts, PSCOM received the Higher Education Excellence in Diversity award in 2020.

Increasing Diversity of Student Population

PSCOM firmly supports the White Coats for Black Lives initiative, an advocacy strategy that challenges medical schools to enroll 31 percent under-represented populations in their medical school class: Hispanic/Latino, African American and Native American. The College of Medicine strives to increase diversity of all student populations across all training programs. Current enrollment is:

2020 MD program entering class:
Underrepresented in medicine: 7%

2020 PA program entering class:
Underrepresented in medicine: 43%

2020 Graduate program entering class:
Underrepresented in medicine: 12%

Increasing Diversity of the Work Force

With increasing diversity in the national and local populations, PSCOM and PSH are on a continuous journey to hire and retain a work force that reflects this growth. The PSCOM and PSH Campus is firmly committed to representing individuals from all racial and ethnic backgrounds, those with military service, individuals with disabilities, sexual orientation, as well as different religions or faiths.

Increasing Cultural Knowledge

In order to further serve patients and provide exemplary care, understanding different cultures, backgrounds, and experience is critical. Through CultureVision, all PSCOM employees are given access to resources that educate and provide insight into over 150 cultures, including different racial and ethnic backgrounds, those with military service, individuals with disabilities, lesbian, gay, bisexual, and transgender patients, and patients from different religions or faiths.

The Inclusion Academy was recently instituted to provide hands on workshops for care providers and other employers in order to increase the cultural knowledgebase. The workshops are eligible for American Medical Association Continuing Medical Education credits.

Penn State University launched the "All In at Penn State: A Commitment to Diversity and Inclusion," with PSCOM and PSH instituting their own pledge. This action signifies an intent from the Institution to advance a respectful environment for students.

Providing Care for Under-served Populations and Addressing Health Disparities Due to Aspects of Diversity

PSCOM is continuously identifying methodologies to reduce health care disparities that are driven by race, ethnicity, military service, disability, sexual orientation, and religion. One such strategy is clinical trial enrollment and increasing the diversity of participants.

Increasing Usage of Diverse Businesses and Vendors

With a strong mission and drive for all of aspects of diversity and inclusion, PSCOM is dedicated to increasing the usage of diverse businesses. This strategy seeks to partner with organizations and vendors that are owned by women, racial/ethnic minorities, veterans, and members of the LGBT community.

Regulatory Compliance

To ensure the pillars of diversity and inclusion are upheld, PSCOM has implemented policies to deliver equal opportunities in education, employment, and patient care. These policies include:

- [Policy AD91](#) prohibits discrimination and harassment based on a protected aspect of diversity.
- [Policy AD85](#) prohibits sex and/or gender based harassment and misconduct.
- [Policy AD84](#) provides guidance on the establishment of a preferred name and/or gender identity.

In addition to these compliance measures is [Policy PC33HAM](#), Patient Rights and Responsibilities, which provides that representatives of Penn State Health and College of Medicine cannot discriminate against patients or their family members based on areas protected by federal and local law, such as age, disability, ethnicity, gender identity, race, religion, sex, sexual orientation, or veteran status. The policy provides that patients and their family members and representatives cannot discriminate against employees of Penn State Health on these same bases: age, disability ethnicity, gender identity, race, religion, sex, sexual orientation, or veteran status. Along these same lines, requests from patients to change health care professionals on the basis of the individual's race, ethnicity, religion, or sexual orientation/gender identity will not be honored. Requests to change providers based on the individuals' sex will be considered on a case-by-cases basis, taking into account religious requirements and prior life experiences.

Penn State College of Medicine



The first class of 40 students enrolled in 1967, received M.D. degrees in 1971. Today, PSCOM has an enrollment of approximately 600 medical students, and an additional 193 students are currently pursuing graduate degrees. Another 560 medical and surgical residents and fellows are part of the learning community on the Hershey campus. The PSCOM building, houses faculty offices, classrooms, and research space and is interconnected on multiple levels with Milton S. Hershey Medical Center (MSHMC). Faculty members (more than 900) have generated increasing levels of extramural research support, currently totaling approximately \$100 million annually. NIH funding represents approximately 50 percent of total extramural research support.

The institution received a prestigious NIH Clinical and Translational Science Award (CTSA) in 2011 (currently under resubmission) and has a longstanding Medical Scientist Training Program (M.D./Ph.D.) funded by an NIH T32 training grant. PSCOM and MSHMC faculty and physicians continue to integrate the latest biomedical knowledge and technology with compassionate care of patients, while educating the next generation of scientists and physicians.

A majority of Pathology faculty participate in undergraduate medical education in the College of Medicine, some with leadership positions in PSCOM. PSCOM received full accreditation from the USMLE in 2018.

PSCOM has a tradition of excellence in education that is scientifically and clinically rigorous with a deep foundation in scholarship and humanistic care. It was the first medical school in the country with a Department of Humanities and a Department of Family and Community Medicine, and the medical school is broadly known as a pipeline for educating and training family physicians. Benefiting from the resources at University Park, a Regional Campus of PSCOM was established seven years ago. The evolution of the campus growth was part of a larger vision to build a community-connected medical campus for PSCOM in collaboration with Mount Nittany Health. In 2017, a new full medical school curriculum that integrates basic sciences and clinical study was established to prepare students for the ongoing practice of evidence-based medicine in a rapidly changing healthcare environment.

Penn State Health, Milton S. Hershey Medical Center

MSHMC is the flagship hospital for PSH. It is a \$1.8 billion revenue, academic medical center licensed for 548-beds and located on the main campus in Hershey. MSHMC is a full-service, quaternary care hospital with all major services represented in both pediatric and adult medicine. Annually are over 36,000 admissions, more than 1.1 million outpatient clinic visits, approximately 73,000 emergency room visits, and more than 33,000 surgical procedures performed. MSHMC's community serves has a payer mix of approximately 56% commercial, 15% Medicaid, and the remaining utilizing Medicare.



U.S. News & World Report has recognized MSHMC as one of the best hospitals for 2019-2020 in adult specialties of orthopedics and urology. The Medical Center was also acknowledged as “high performing” in seven additional specialties: cancer, gastroenterology, geriatrics, nephrology, neurology and neurosurgery, pulmonology and lung surgery.

Penn State Medical Group

PSCOM faculty physicians are generally employed by MSHMC and community-based physicians are employed by the PSH Community Medical Group with some legacy physicians employed by St. Joseph Medical Group. In total, the Penn State Medical Group (PSMG) is comprised of approximately 1,400 physicians and Advanced Practice Professionals (APPs), who care for adults and children in all medical specialties and subspecialties.

Medical Group physicians and advanced practice professionals, provide care at MSHMC and PSH affiliates, centers, institutes and clinics.

These practices account for more than 1.1 million outpatient visits a year. The 63 ambulatory practice sites are located throughout central Pennsylvania and State College.

PSMG is committed to providing safe, high quality patient care. MSHMC faculty physician services are overseen by the MSHMC Quality Committee. MSHMC faculty has Directors of Quality, as well as an established infrastructure, embedding Quality Physician Leaders in the clinical departments to engage and support faculty in quality, safety and performance improvement.

Penn State Health

PSH, the health enterprise, is the parent organization for substantially all of the University's health care operations. Its vision, mission, and values serve as a guiding light for their employees.

Mission

We are committed to enhancing the quality of life through improved health, the professional preparation of those who will serve the health needs of others and the discovery of knowledge that will benefit all.

Vision

"Inspiring Innovation to be the best at Improving Health"

Additional information can be found at <http://hmc.pennstatehealth.org> and <http://med.psu.edu>.

Position Summary

The CDEBO will accelerate and drive a comprehensive strategy to further diversity, equity, and belonging within the College of Medicine, on campus and throughout the population that PSCOM serves. This leader will oversee diversity initiatives and services across the school's education, research, and patient care missions; support the growth of a diverse body of students, faculty, and staff; create opportunities to engage in the exchange of diverse ideas inside and outside the classroom; and develop programs that emphasize the importance of a diverse and inclusive campus environment. The CDEBO will work collaboratively with senior leadership, department chairs, faculty, staff, students, and key community partners and will interface with PSH and PSU. They will represent PSCOM and import best practices from across the University and nation.

Reporting Relationships

The CDEBO will model best practices in the operations of the Office and embody PSCOM values of respect, integrity, teamwork, and excellence. The Chief will report to the Dean of the College of Medicine and oversee the equity officer, director for diversity pipeline program, program manager, and support staff. They will work closely with:

- Vice Dean for Research and Graduate Studies
- Vice Dean for Education Affairs
- Associate Dean for Graduate Medical Education
- Vice Dean for Faculty and Administrative Affairs
- Department Chairs and Institute Directors
- Leaders of finance and business units
- Human resources professionals
- Vice President and Chief Diversity Officer, Penn State Health
- Office for Respectful Learning Environment
- Office for Culturally Responsive Healthcare Education
- Associate Vice President Affirmative Action, Penn State University
- Assistant Vice President for Diversity, Inclusion and Belonging, Penn State University Provost's Office

Responsibilities

The successful CDEBO candidate:

- Inspires the PSCOM community to achieve new levels of expertise and confidence through the usage of diversity, equity, and belonging best practices; promotes appreciation across the different needs of constituents.
- Leads the Office for Diversity, Equity, and Belonging as a place to consolidate, support, communicate, and guide PSCOM's framework and efforts. Partners with leaders across PSCOM to promote transformation and excellence in diversity, equity, and belonging across the Institution.

- Stays abreast of and promotes current trends in diversity, equity, and belonging; ensures that the field's research is used to inform excellence in program and policy development work.
- Coordinates with minority serving institutions to enhance the diversity of applicant pools for medical students, graduate students, physician assistant students, residents, fellows, and post-doctoral fellows.
- Collaborates with Human Resources to ensure diversity, inclusion, and equity are addressed at hiring, performance review, promotion, and retention.
- Oversees the implementation of accommodations for students and trainees with disabilities.
- Implements education and awareness programs to reduce bias in student admissions, employment searches, faculty promotion and tenure decision, and employee advancement.
- Facilitates a continuous dialogue with workgroups, committees, faculty, students, and employees to identify gaps and empower positive change.
- Serves as a key thought leader and resource in aiding faculty in scholarship, research, and educational endeavors.
- Collaborates with Marketing and Communications to increase the knowledge of the College's diversity, equity, and belonging initiatives and messaging both internally and externally.
- Promotes curriculum development focused on teaching and learning to think critically about cultural diversity.
- Serves as a resource for faculty in their academic work including scholarship, research, training, and teaching.
- Oversees the growth of the diversity pipeline programs designed to increase career options for high school and college students related to healthcare as well as biomedical and public health research.
- Collects, distributes, and messages diversity, equity, and belonging related data.
- Serves as an advisor regarding federal and state legislation, policy, and guidance impacting diversity, equity, and belonging efforts.
- Serves as the executive sponsor of the Gender Equity Committee.

Opportunities and Expectations for Leadership

The successful candidate will be expected to make substantive progress in the areas listed below through direct action or delegation in the first 18-24 months of their tenure.

- Build strong relationships with PSCOM leadership team to drive awareness, commitment, and accountability for diversity, equity, and belonging action plans across the Institution.
- Work in collaboration with the PSH Chief Diversity Officer to create an aligned and coordinated approach to diversity, equity, and belonging.
- Partner with clinical, research, and educational departments to identify strategies to address institutional opportunities related to diversity, equity, and belonging, including areas of best practice for ensuring a diverse workforce, employee promotion opportunities, training, compensation equity, employee/student attrition/retention, employee morale, and institution climate.
- Engage the college faculty, staff, student, resident, and fellow's community in advancing inclusion and belonging and soliciting feedback to identify gaps, including advising student and resident groups to empower, educate, and involve learners in diversity, equity, and belonging efforts.
- Lead efforts to identify and eradicate systemic racism in all aspects of PSCOM operations.
- Assess the current Diversity, Equity, and Belonging Office infrastructure and advance a structure that ensures programs, partnerships, and ancillary activities are aligned and communicated college wide to maximize effectiveness while avoiding redundancies.
- Develop and implement education programs with the goals of eliminating the impact of bias in college admissions and employment searches, faculty promotion, and tenure decisions, learner interactions, and internal employee advancement.
- Assess metrics to inform strategic planning, decision-making, and to ensure accountability in tracking and monitoring diversity, equity, and belonging initiatives.
- Become a visible representative of PSCOM, building coalitions that address environmental and social issues that impact the faculty and student populations.
- Bridge the College of Medicine to other organizations in the local community, Pennsylvania, and across the nation, focusing on the advancement of educational opportunities for diverse populations and minorities underrepresented in medicine.
- Develop and promote educational training programs to raise awareness and drive change. Implement robust and comprehensive training on identifying and addressing microaggressions and unconscious bias.
- Strengthen the diversity of the learner population across all educational programs.
- Create linkages with the Dean, PSU, PSH, and other key leaders across the College of Medicine to embed a culture of diversity, equity, and belonging into daily operational functions.
- Assess and enhance the environment for diverse learners and employees through mentorship, recognition, and providing resources.
- In partnership with educational leaders, advance the curriculum for students, incorporating race and related topics.

Candidate Qualifications

Education

- A master's level degree is required; a terminal degree is preferred.

Knowledge and Work Experience

- Minimum 5 years of substantive diversity, equity, and belonging leadership experience, preferably in a health science school or higher education setting.
- Individuals seeking to participate in clinical care must have postgraduate medical education in an ACGME accredited residency program with current board certification and eligibility for licensure in Pennsylvania.
- Knowledgeable in the field of diversity science, including understanding of unconscious bias, microaggressions, social justice, and multiculturalism.
- Leadership experience in equity, diversity and inclusion in community advocacy groups.
- Proven experience in the implementation of diversity science and demonstrated commitment to diversifying faculty, students, staff, and curriculum.
- A track record of successfully facilitating group dialogue, particularly around challenging issues, to move agendas forward in a complex organization with a strong tradition of shared governance and decentralization.
- Capacity to work effectively with leadership campus-wide to leverage efforts on behalf of equity, diversity, and belonging.
- Demonstrated success in organizing and carrying out strategic initiatives and in leading a team.
- A track record of transforming institutional culture, specifically in large, academic or healthcare settings, and creating an environment of open discourse, respect for others and their viewpoints, fairness, and equity.
- Proven effectiveness and expertise in diversity and change management in a complex organizational setting and matrixed environment.
- Record of developing a successful diversity pipeline, recruiting and retention programs for faculty, staff, and students; the ability to bring credibility, creativity, and relevant experience when advancing inclusive excellence initiatives.

Leadership Skills and Competencies

- Dynamic and visible leader; one who engages stakeholders at all levels, including leadership, faculty, students, and staff.
- Analytical skills and data-driven focus; the CDEBO will understand how to use data and leverage analytics to drive strategic planning.
- Creative and innovative approach to program development, coupled with strong implementation skills.
- Maintains a holistic view of human behavior and development, and a strong desire to engage with all members of the community in support of diversity, equity, and belonging.

- Demonstrated ability to articulate and build consensus for a vision for diversity and inclusion.
- Strong collaborator; the CDEBO will identify the important connections between different groups across PSCOM, serve as a convener and identify opportunities for successful partnerships.
- Passion for the work, strong presence, ability to challenge and motivate, welcoming to a wide variety of perspectives and modes of action; ability to help people discuss difficult topics while maintaining mutual respect.
- Excellent oral and written communication skills.
- Ability in forming relationships, building bridges and bringing others together around a common goal.

The Community

Hershey and Central Pennsylvania

Hershey is a thriving suburban town of approximately 20,000, in a metropolitan area of approximately 400,000. It is located in one of the fastest growing regions of the state of Pennsylvania. Hershey is surrounded with diverse communities such as Harrisburg, Lebanon, and Lancaster and is located 95 miles from Philadelphia and Baltimore. The area provides residents and visitors with employment, cultural and recreational opportunities attractive to people of all backgrounds. Central Pennsylvania's second largest industry, Hershey Foods Corporation, is also headquartered in Hershey.

In earlier years, Hershey was a small settlement known as Derry Church. After Milton Snavely Hershey founded his chocolate factory and began building the community, the town was renamed Hershey. The saga of Milton Hershey is one of failure, success and philanthropy. He grew up a poor farm boy, became a millionaire from his caramel candy business and subsequent chocolate empire, and devoted his personal fortune to the welfare of under-privileged children. His legacy includes two corporations, a model community and The Milton S. Hershey School that cares for and educates about 1,800 disadvantaged children. The public school system serving Hershey is overseen by Derry Township and is of excellent quality.

Residents of Hershey have the opportunity to enjoy the numerous attractions that draw hundreds of thousands of visitors each year to Hersheypark, Hershey Museum and Theater, Hershey Gardens and Arboretum, and ZooAmerica for a wide variety of professional athletic, cultural, and entertainment exhibitions. The Hershey Symphony, an amateur orchestra initially started by the Medical Center, is one of several fine orchestras in Central Pennsylvania.

Tourism is another major industry, and Hershey Entertainment and Resort Company provides recreational and employment opportunities. The Giant Center is the home of the Hershey Bears hockey team and is host to the Ice Capades and many top-name entertainers. Hershey is also home to the Antique Automobile Museum & Association.

The Hershey Educational and Cultural Center conducts various adult and children's classes, concerts, and other programs. The Hershey Theatre, with an interior design that is a direct reflection of Milton Hershey's love of Venice, was cleverly designed to simulate a Byzantine castle, complete with balconies on windowed towers. This grand theater hosts some of the most popular Broadway plays and musical shows ever performed.

In addition to the many attractions in the Hershey community, the surrounding area has a wealth of employment opportunities, cultural experiences, and historical and family entertainment.

Harrisburg, Pennsylvania's state capital, located twelve miles away, is the location of the State Museum of Pennsylvania; the Harrisburg symphony; Senators baseball team at Riverside Stadium; State Library of Pennsylvania; The Museum of Scientific Discovery; Pennsylvania State Archives; and City Island, which hosts year round attractions and extensive special events for all ages.

Harrisburg is also home to the Hispanic Chamber of Commerce, the Central Pennsylvania Gay & Lesbian Chamber of Commerce and the African American Chamber of Commerce.

Nearby Lancaster County, a historical location for a number of Native American tribes, is home to the Lancaster Senior Games for individuals age 55 and above, the American Music Theatre and also tours of authentic Amish farm life. The Heritage Center of Lancaster County with unique artifacts from the 18th and 19th century depicts the culture of the area and the historic walking tour has guides dressed in colonial attire. In addition, Spooky Nook Sports, the largest indoor sports facility in the US is home to USA Field Hockey, our national Olympic team.

Lebanon is located between Harrisburg, Lancaster and Reading and is a city of 25,000 people. With many historic buildings from the 1800's the city provides history and charm. Lebanon has also been listed as one of the least stressful cities in the US and one with a low unemployment rate. With access to major highways, Lebanon city is an attractive place to live and visit.

Gettysburg, 49 miles from Hershey, is the home of the Gettysburg Black History Museum and the Gettysburg National Military Park with monuments and cannons along miles of winding roadway silently marking the site of this decisive Civil War battle. The Eisenhower National Historic Site located near the battlefield was once the presidential retreat and retirement farm of our 34th president.

The communities are served by the Harrisburg International Airport, which offers flights to many major hubs and cities. Amtrak provides convenient train access to Philadelphia and New York City and thence nationally. By car, Hershey lies less than two hours from Philadelphia, Baltimore, and Washington, D.C., and three hours from New York City and Pittsburgh.

For more information visit <http://www.hersheypa.com>.

Procedure for Candidacy

Confidential inquiries, nominations, expressions of interest and candidate materials (including a letter of interest and CV) should be submitted via email to the PSCOM search consultants, Linda Komnick, Kimberly Smith, and Oliver Tomlin through the office of Imran Ali at iali@wittkieffer.com.

The Penn State College of Medicine values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Penn State College of Medicine documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix

PSCOM and PSH Mission Statements

Diversity, Equity and Inclusion

PSH and PSCOM are fully committed to diversity among its faculty, staff, students/learners and volunteers. This diversity is reflected on many levels, including ethnicity, race, sexual orientation, generations, military and life experiences, to name a few. These differences are valued organizational assets. Diversity of individual backgrounds and points of view are affirmed and respected.

The Institution is also accountable for advancing mutual support, equity and inclusion in all forms, consistent with Penn State's Statement on Diversity, Equity, and Inclusion Excellence. Penn State Health and Penn State College of Medicine are creating a culture of respect based on recognizing that our ability to understand and succeed in a multicultural world is critical to innovation in a changing health care landscape.

The commitment to diversity is driven by four core values: respect, integrity, teamwork and excellence. Our diversity requires fostering an environment where we can achieve the highest standards of respect for faculty, students, staff, and members of the community we serve. Integrity means holding ourselves accountable to advancing the diversity of students under-represented in medicine and graduate studies, and the diversity of our faculty/staff, including basic science researchers, and creating an inclusive environment for all of these populations. Teamwork is best achieved through mutual support and collaborating across differences. Excellence comes from a diversity of perspectives that results in outcomes that are efficient, thoughtful, and effective. Our commitment to excellence, therefore, means that we challenge the status quo and maximize the potential of our students/learners, employees and communities served.

The goal is to maintain an educational and work environment that is free of discrimination and harassment, reflects the diversity of the communities we serve, and deserves recognition as "best in class" for a respectful and inclusive culture for our patients, learners, faculty, and staff. Commitment to equitable treatment and the elimination of discrimination in all of its forms and at all organizational levels is essential to our success, which can be achieved through inclusive and rightful policies and practices. Consistent with Penn State University's Nondiscrimination Policy, we will ensure fair and inclusive access to facilities, programs, resources, and services.

Within such a respectful and inclusive educational and work environment, individuals will be inspired to bring forth their ideas, providing an opportunity to the institution to fully leverage its creative talents and potential excellence.

Culturally Responsive Care

Creating a student population, faculty, and staff that reflects our increasingly diverse patient population and diversity within our communities of basic research interest. This is critical to delivering culturally excellent family-centered care and for advancing discoveries in scientific knowledge that underlie that care. PSCOM and PSH, therefore, advance the diversity of our student population, and our faculty and staff, including researchers, by assessing recruiting practices, implementing effective outreach programs, and creating an inclusive climate where individuals from diverse backgrounds can thrive.

There is a recognition that it is critical to address intergroup disparities in areas such as representation, engagement, learning outcomes and graduation rates, areas of basic science research, and development and professional opportunities. We also appreciate that understanding and addressing the disparities in health and in health care of underrepresented communities is important. Factors such as socioeconomic status, religion, race/ethnicity, linguistics, sexual orientation, gender identity, disability, and veteran status all impact patient expectations of health care as well as outcomes. PSCOM and PSH, therefore, emphasize the importance of the relationship between diversity and disparities in health and health care to learners as well as our faculty and staff to further define our institutional commitment to diversity and inclusion.

Diversifying Faculty and Staff

Although the demographic composition of the nation is changing such that by 2050, there will be no majority racial or ethnic group and no one group will make up more than 50 percent of the total population, the health care professional workforce is not keeping pace. In addition, while approximately 20 percent of the U.S. population is estimated to have a disability, the estimation for the number of physicians with a disability is less than one percent.

Research shows that a diverse physician and basic science research workforce positively impacts the quality of care for patients. Preparing diverse faculty, physicians, and researchers for future leadership positions in hospitals and health care organizations informs and promotes unexplored research agendas that impact health disparities and other concerns of under-served populations. Moreover, a diverse community of senior leaders, residents and staff enhances PSCOM's ability to be innovative and to support under-represented populations more effectively.

As a result, PSCOM and PSH are committed to recruiting, retaining, and advancing a senior leadership team and workforce that is reflective of the diversity of the nation and of the medical center's increasingly diverse patient population. In addition, our commitment includes the diversity required in basic science research to meet the needs of an increasingly diverse nation. In this context, a diverse administration, faculty, research, and staff workforce includes those from groups traditionally underrepresented in medicine (African American, Latino, and Native American individuals), those with military service, individuals with disabilities, and women in currently underrepresented fields.

Diversifying Student Population

According to the U.S. Bureau of Statistics, the demographic composition of the nation is changing. The U.S. white population, which was 62.1 percent in 2015, is expected to decrease to 46 percent by 2065, while the Hispanic population will increase to 24 percent (from 18 percent in 2015). The Asian population will rise to 14 percent (compared with 6 percent in 2015) and the Black population will remain relatively the same at 13 percent. Students entering medical school in 2013-2014 and 2015-2016, across the nation, were 60 percent white, 22 percent Asian, 9.8 percent Hispanic, and 7.5 percent Black, according to the American Association of Medical Colleges. The changing national demographics mean that our student/learner population should become increasingly more diverse as well.

Recruiting a diverse medical student, graduate student, and physician assistant student body will have a positive impact on the learning environment for the increasing diversity representation of our learner population and on the quality of education provided to all students/learners.

Increasing the diversity of the medical student population and residents potentially increases the number of physicians who will work with under-represented populations and work in under-served communities.

As a result, PSCOM is committed to recruiting, retaining, and advancing a student body that is reflective of the diversity of the nation's and medical center's patient population. The focus of our diversity efforts will be those from groups traditionally underrepresented in medicine (African American, Latino, and Native American individuals), those with military service, and students with disabilities.

Penn State Health and Highmark Health

Established in late 2017, the PSH and Highmark Health strategic partnership is focused on improving access, quality, and affordability of healthcare close to home for people across central Pennsylvania, while creating new opportunities for medical education and research. At the heart of the partnership are plans for a collective investment by PSH and Highmark Health of more than \$1 billion toward the development of a high-value, community-based healthcare network designed to keep care local and enhance collaboration with community physicians. Through this partnership will come the development of advanced population health management capabilities, analytics, and care models to more effectively manage chronic conditions, enhance health and wellness, improved outcomes, and lower total cost of care for patients. In addition, there will be an intense focus on the exploration and development of innovative, patient-focused healthcare insurance products and expansion of support for PSCOM through funding for medical and health sciences education, and advanced research. The partnership will reinforce the role of the MSHMC and PSH as the premier destinations for advanced care in the region for adults and children with the goal of ensuring that no patient needs to leave the region for complex care.

Highmark Health has joined PSH as a minority member, with three seats on the 15-member Board of Directors, and one seat on the MSHMC Board of Directors.

Penn State University

Penn State, founded in 1855 as an agricultural college, admitted its first class in 1859. The Pennsylvania legislature designated Penn State as the Commonwealth's sole land-grant institution in 1863, which eventually broadened the University's mission to include teaching, research, and public service in many academic disciplines. Penn State has awarded more than one-half million degrees and has been Pennsylvania's largest source of baccalaureate degrees at least since the 1930s. Although the University is privately chartered by the Commonwealth, it was from the outset considered an "instrumentality of the state," that is, it carries out many of the functions of a public institution and promotes the general welfare of the citizenry.



Today, PSU is one of Pennsylvania's four "state-related" universities (along with the University of Pittsburgh, Temple University, and Lincoln University); institutions that are not state-owned and -operated but that have the character of public universities and receive state appropriations.

In addition to the administrative hub at the University Park campus and the Academic Health Center in Hershey, Penn State has 22 additional locations across Pennsylvania, all of which adhere to a common overall mission and set of core values and strategic goals.

Mission: "Penn State is a multi-campus public research university that educates students from Pennsylvania, the nation and the world, and improves the well-being and health of individuals and communities through integrated programs of teaching, research and service."

Twenty-four campuses; 17,000 faculty and staff; 100,000 students; a teaching hospital that provides care to more than a million patients a year; over one-half million active alumni; an online World Campus that empowers anyone to pursue an education - anytime, anywhere; and the largest student-run philanthropic organization on the planet.

That's what makes Penn State...Penn State.

Inspiration meets perspiration...here. Head meets heart...here. On our campuses, across our country, around the world.

As Pennsylvania's land-grant university, PSU has a broad mission of teaching, research and public service; however, that mission was not so grandly conceived in 1855 when the Commonwealth

chartered it as one of the nation's first colleges of agricultural science, with a goal to apply scientific principles to farming.

Centre County became the site of the new college in response to a gift of 200 acres from gentleman farmer and ironmaster James Irvin of Bellefonte. Founding President Evan Pugh drew on the scientific education he had received in Europe to plan a curriculum that combined theoretical studies with practical applications.

Pugh and similar visionaries in other states championed Congressional passage of the Morrill Land-Grant Act in 1862. The act enabled states to sell federal land, invest the proceeds, and use the income to support colleges "where the leading object shall be, without excluding scientific and classical studies ... to teach agriculture and the mechanic arts [engineering] ... in order to promote the liberal and practical education of the industrial classes in all the pursuits and professions of life." The state legislature designated Penn State the land-grant institution of Pennsylvania.

It was not until the 1880s, under the leadership of President George W. Atherton, did the College expand its curriculum to match the Land-Grant Act's broad mandate. From that time onward, curricula in engineering, the sciences, the liberal arts and more, began to flourish. In the early 1900s, Penn State introduced cooperative extension and additional outreach programming, extending the reach of its academic mission.

An even greater segment of the Commonwealth's population had opportunities for engagement in the 1930s when Penn State established a series of undergraduate branch campuses, primarily to meet the needs of students who were location-bound during the Great Depression. Those campuses were predecessors of today's system of 24 PSU campuses located throughout the Commonwealth.

PSU began offering systematic advanced-degree work in 1922 with the formation of the Graduate School. Graduate education and research evolved hand in hand. By 1950, the university had won international distinction for investigations in dairy science, building insulation, diesel engines, acoustics and other specialized fields.

A college of medicine and teaching hospital was established in 1967 with a \$50 million gift from the charitable trusts of renowned chocolate magnate Milton S. Hershey. In 1989, the Pennsylvania College of Technology in Williamsport became an affiliate of the university. In 2000, Penn State and the Dickinson School of Law merged. In 2015, two Penn State law schools known as Dickinson Law (in Carlisle, Pennsylvania) and Penn State Law (on University Park campus) were in operation. Penn State's online World Campus graduated its first students in 2000 and now enrolls more than 12,000.

PSU Statement on Diversity, Equity, and Inclusion

PSU is committed to and accountable for advancing diversity, equity and inclusion in all of its forms. They embrace individual uniqueness, foster a culture of inclusion that supports both broad and specific diversity initiatives, leverage the educational and institutional benefits of diversity, and engage all individuals to help them thrive. PSU value inclusion as a core strength and an essential element of our public service mission.

At PSU:

- Foster and maintain a safe environment of respect and inclusion for faculty, staff, students, and members of the communities we serve.
- Educate our faculty, staff and students to be social justice advocates, creatively providing curricula, programs and environments that reflect the diversity of our communities and elevate cultural awareness.
- Ensure fair and inclusive access to our facilities, programs, resources and services, and ensure that all of our policies and practices are inclusive and equitable.
- Advance and build our workforce by assessing hiring practices and performance review procedures to attract, retain and develop talented faculty and staff from diverse backgrounds.
- Address intergroup disparities in areas such as representation, retention, learning outcomes and graduation rates.

Additional information can be found at <http://hmc.pennstatehealth.org>; <http://med.psu.edu>; and <http://www.psu.edu>.

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