

Brian L. Strom, MD, MPH  
Chancellor

May 16, 2017

Maria L. Soto-Greene, MD  
Vice Dean & Professor of Medicine  
New Jersey Medical School  
185 South Orange Avenue  
Newark, NJ 07101

Dear Dr. Soto-Greene and Members of the Committee:

Thank you for the final report of the RBHS Committee on Best Practices for the Recruitment and Retention of Minority Faculty Report submitted on April 13, 2017. I greatly appreciate the time commitment and extensive work done by the committee to address these important issues for RBHS. My response to your recommendations is detailed below and includes both immediate actions and longer term plans to formalize our commitment to these important issues and make the investments that will contribute to a diverse and inclusive community of learning, healing, and community service.

First, I agree with you that a statement on diversity should be adopted by RBHS which is representative of the health sciences and professions. The RBHS statement should be consistent with the broader Rutgers University policy. In order to develop such a statement, I will introduce your proposed definition during my ten scheduled upcoming town hall meetings and solicit feedback from all RBHS schools and units. Further, we will send an email to all RBHS faculty directly soliciting input. Meredith Mullane, Executive Director for Faculty Affairs, will collect all responses and present a final draft to the committee. The new statement will be publicized and incorporated into the RBHS strategic plan when it is ready for updating in 2019.

Second, I agree with the appointment of a senior leader within RBHS to serve as a Vice Chancellor for Diversity and Inclusion. To identify the Vice Chancellor we will conduct an open internal search. As per your recommendations, the Vice Chancellor for Diversity and Inclusion will guide, advise, set accountability, and generate reports on the achievement of goals. This role will be supported administratively by the RBHS Office of Faculty Affairs. The Vice Chancellor will chair a Diversity and Inclusion Committee, composed of representatives of the schools and units of RBHS. Together with members of this committee, the Vice Chancellor will plan and operationalize diversity and inclusion initiatives assuring they are in accord with our diversity statement.

Third, I agree that we need to make a formal commitment to increase diversity recruitments. We will model this program on President Barchi's initiative, which provides to RBHS resources to recruit two new diverse tenure-track faculty each year. Therefore, in addition to the Rutgers-wide initiative, I will commit to provide additional resources for the recruitment of three additional new diverse faculty members per year, irrespective of faculty track. Analogous to Dr. Barchi's initiative, the Chancellor's Office will provide fifty percent of the base salary and corresponding benefits for three recruits for their first three years beginning in fiscal year 2019. This augments the commitment to five new faculty. The unit would be required to fully fund the faculty member's salary and benefits thereafter. The Vice Chancellor for Diversity and Inclusion will be tasked with developing the criteria for applying for and awarding these funds and optimizing the search processes to attract diverse recruits.

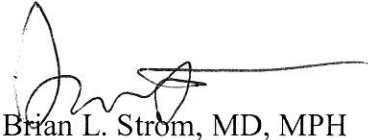
Fourth, the Vice Chancellor will be charged with developing and overseeing a pipeline for recruitment of underrepresented students, residents, fellows, and postdoctoral trainees. We are proud to have an extensive series of pipeline programs across RBHS. We have efforts underway already to fill gaps in that pipeline, e.g., an NIH grant was just submitted for postdoctoral trainees, with matching funds from my office and multiple other units within RBHS. Our goal is to foster and optimize their successes as resources for future faculty development such as the Talent Pool Search initiative in NJMS.

Fifth, as you know the topic of the Provost's upcoming annual symposium for 2017 is "Women in Leadership" and will be held on June 1 from 8:30 am to 4:30 pm at the Rutgers Business School in Piscataway. The Provosts are planning to focus their 2018 symposium on diversity and inclusion. The Vice Chancellor for Diversity and Inclusion and the committee will work with the Provosts to plan the programming for this event. The Vice Chancellor will formally collaborate with the RBHS Mentoring Committee to assure that mentoring initiatives take into consideration the support of diverse and underrepresented faculty. RBHS regularly supports women faculty to participate in the HERS Leadership Institute and Executive Leadership in Academic Medicine (ELAM) training programs to prepare them for leadership roles. The new Vice Chancellor will participate in the selection process for these programs. We are also happy to consider other options which will support the advancement of diverse faculty.

Lastly, we propose that diversity and inclusion be formally incorporated into the RBHS Strategic Plan. The new Vice Chancellor will chair a committee to create a strategic path and target goals through 2019.

Again, thank you for the thoughtful and thorough report on this important matter. I look forward to working with all of you to implement these ambitious but achievable recommendations to ensure RBHS reflects and exemplifies diversity and inclusion in academic health care.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian L. Strom", with a long horizontal flourish extending to the right.

Brian L. Strom, MD, MPH

Chancellor

Executive Vice President for Health Affairs

cc: RBHS Provosts  
Members of the RBHS Committee on Best Practices for the Recruitment and  
Retention of Minority Faculty  
Meredith Mullane  
Kathleen Bramwell