

The Office of
Inclusive Excellence
and Equity Initiatives
at THE ADAMS SCHOOL OF DENTISTRY



**ANNUAL REPORT OF ACTIVITIES
2018-2019**

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Welcome to

INCLUSIVE EXCELLENCE AND EQUITY INITIATIVES AT ADAMS SCHOOL OF DENTISTRY



The Office of Inclusive Excellence established Inclusive Excellence Week in 2018. The events pictured show the very well-received and festive International Day. This event will be even bigger in 2019 with Food trucks and our first-ever 'Inclusivity-in-Art' Contest.

WHO ARE WE?

The efforts and initiatives of the Inclusive Excellence and Equity Initiatives Office in the ASoD began with a concerted effort to prepare for success. The activities and goals of the office are defined by a position description created by the dean of the ASoD in cooperation with the former vice dean, Roberts. The .4 FTE position is comprised of 50% focus on initiatives. The other major goals include advising ASoD leadership and creating and cultivating partnerships within the school and campus to determine and implement best practices. A mere 4% is dedicated to counseling. A primary role of the Assistant Dean is to inculcate the importance among school leaders of setting and reporting diversity and inclusion goals. During our first year, there were many collaborations initiated by the IE Office (see REFLECTIONS). The Office of Inclusive Excellence and Equity Initiatives also works closely with the Inclusive Excellence Committee and the Respect Initiative to create the best environment for ALL stakeholders in the ASoD.

The ASoD Inclusive Excellence Committee is a diverse body of the ASoD family that meets regularly to live up to the values of the ASoD “passionately serving - our people - our community - our field - through inclusiveness and beyond excellence.” In the one year that I have met with the group since establishing membership on the committee, we have bridged the gap between the previous iteration of the committee and the current make-up (that includes the Respect Initiative and The IE committee).

The Inclusive Excellence Committee held its first meeting in March 2018 under the old committee structure. At this time members exceeded the now requisite 12 total because it was comprised of individuals from the Respect Initiative and the Inclusive Excellence Committee. Currently, we are allowing for some flexibility in the total number to maintain the true spirit of 'inclusivity.'



REFLECTIONS

WHAT DO WE DO?

When I began this position in 2018 it was established that the Adams School of Dentistry (ASoD) is committed to fostering a culture where [ALL stakeholders experience a welcoming environment that supports their personal and professional development](#). The ASoD Office of Inclusive Excellence and Equity Initiatives (IE_EI) spent the past year (per the primary duties of the position description) focusing on advising administrators, creating initiatives and fostering collaborative efforts with others across the School and University to develop goals and catalyze development of groundbreaking, transformative initiatives.

Toward that goal, I am pleased that in the past year we established initiatives and programs that facilitate the inculcation of diversity, equity and inclusion. Changing any culture takes time and UNC ASoD IE Office has made significant progress in one year laying the groundwork. For the first time on the UNC campus, we held an Inclusive Excellence Week that garnered attention from partners inside and outside of the ASoD and featured a world-renowned keynote speaker, *BEN REESE*, who returned to provide a session just for ASoD leadership. We received recognition nationally and other dental schools took note of this idea and have copied it at their respective institutions. IE_EI also successfully launched a professional learning community in collaboration with Community Engagement and Outreach. The AHEC funded [DENTAL AND ORAL HEALTH COMMUNITY SCHOLARS PROGRAM \(DOCS\)](#) was a powerful forum designed for a small group of students and faculty. The greatest challenges faced this year were establishing a highly functional presence for the EI office in the ASoD and maintaining communication and alignment with ASoD leadership.



The DOC Scholars Program was a big hit among participants and the 2019-2020 format will be even more inclusive and impactful. The participants were truly representative of our Diversity at ASoD and the course received praise from stakeholders inside and outside of the ASoD. Even pets were allowed :-).

WHO ARE OUR PARTNERS?

A major thrust of the IE office is to establish best practices from interactions and relationships with stakeholders in the ASoD and UNC partners outside of the ASoD. In a short amount of time, with only .4 FTE, the office successfully established many new relationships and collaborations. One of the most critical and fulfilling activities was IE engagement outside of the ASoD. The [Opening Doors Safe Zone Training 3-day Workshop](#) and 3 ADEA workshops, helped facilitate an evidence-based understanding of the DEI workspace through intense studying and formal training. Our greatest aspiration this year is to orchestrate the intersection of DEI and IPE through collaborations with SON, SOSW, and SPH. It is critical that the diversity training proposed by IE and approved in the HLT is operationalized to place the onus of diversity goals on the leaders and not just the Dean's Office. The DOCSpeaks Program, an expansion of DOCS, will also maximize our reach in the ASoD and with partners in the UNC Health Professions Campus to provide an ongoing immersion into diversity training and discussions.

2018-2019 IE_EI Partners included working with collaborative groups / events below:



- [SNDA IMPRESSIONS - FALL AND SPRING](#)
- [SNDA BLACK HISTORY MONTH](#)
- [ASoD INTERNATIONAL DAY](#)
- [IE WEEK AND KEYNOTE ADDRESS](#)
- [LGBDENTQIA+ SAFE ZONE TRAINING](#)
- [OFFICE OF ADMISSIONS AND STUDENT LIFE - ADMISSIONS COMMITTEE](#)
- [ASOD INTERPROFESSIONAL EDUCATION -RELATIONAL LEADERSHIP TRAINING](#)
- [ASOD COMMUNITY ENGAGEMENT AND OUTREACH](#)
- [USNDA OUTREACH](#)
- [MED WELCOME AND MED LUNCH AND LEARN](#)
- [SCIENCE ENRICHMENT PREPARATION PROGRAM OUTREACH SESSIONS](#)
- [UNC DEI UPLIFT PLUS OUTREACH SESSION](#)
- [ADEA DIVERSITY WORKSHOP 2017, 2018 \(2 DIFFERENT SESSIONS\)](#)

ACCOMPLISHMENTS

2018-2019 INITIATIVES

Besides convening with DEI stakeholders nationally and locally at UNC-CH, I am pleased that I had face-to-face interactions with over 100 pre-dental students through various activities during the year. As a result of these thoughtful efforts to build and sustain a network of new partners with the ASoD, this year we initiated an expanded relationship with CHEOP/SEP, and a new relationship with Project [UpLift PLUS](#) (an immersion program for gifted URM). A little known fact is that several of our URM DDS candidates who attended UNC-CH were a part of the SEP Program and/or [Project Uplift](#). Moving forward, it is a realistic and sustainable goal to anticipate potential /UNC ASoD dental school matriculants that can be cultivated from this relationship. From this event alone, we already identified 15 interested URM HS seniors.

Our first successful event was an expansion of the CHEOP/SEP Program by adding two face-to-face activities. One was attended by 9 pre-dental students (half of the entire SEP program), students and faculty including DDS candidates EJ Baker, Austin Harbison, Drs. Jonathan Reside, Webster-Cyriaque, Everett and myself. Finally, we collaborated with the UNC-CH Start Strong Program of rising Freshman at UNC-CH (pre-dominantly URM males) to provide exposure to the dental profession and establish potential role models. The culmination of the above is the recent launching of the PARTNERSHIP TO PIPELINES DYNAMIC DATABASE to begin tracking prospective pre-dental students and maintain a functional pipeline that allows a constant communication with these individuals throughout their college career and increases the chance of a successful dental school application.



The SEP Program Scholars collaborated with the ASoD - who provides sponsorship of the program - to allow this real-time role model session. June 2019

The DOC SCHOLARS PROGRAM, (see REFLECTIONS ABOVE) was a huge success. The result of completing one year successfully is that UNC ASoD is now well-positioned to build on this foundation and gradually change the culture of UNC ASoD so that inclusivity, civility, cultural competence, and diversity are a seamless part of our daily lives. A new feature of the previously funded DOCS initiative in 2019 will be to invite ALL interested participants in the ASoD and partners outside of ASoD, to the DOCSPEAKS lecture (similar to Ted Talks in length and impact) and then have a breakout session immediately following with the DOC Scholars. The way to facilitate greater participation will be through having the sessions at lunch instead of after hours. Prominent speakers will be secured to address participants in a total of nine sessions.

Implicit in the establishment of a new office is the dissemination of information on the IE mission. For that purpose, an informational card was created and shared with key faculty and stakeholders to use at recruitment fairs or group visits to the UNC ASoD. The [YAMMER INITIATIVE](#) was also launched to help in this effort of enhancing our culture in the ASoD. While not yet reaching full engagement, Yammer attracted significantly more attention to activities such as the lottery for free movie tickets. It was even noted by the UNC-CH CIO as noteworthy on behalf of energizing UNC-CH campus efforts. Moving forward, Yammer will be instrumental in the Inclusive Excellence Week 'Inclusivity in Art' Contest by featuring a popular vote of the contestants' artwork through Yammer.

ACCOMPLISHMENTS

INITIATIVES (CONT'D)

As well as enhancing the culture through Yammer, the IE COMMITTEE also made recommendations that the new ASoD website includes a home page banner that intermittently features an IE activity or statement. The committee also proposed actively working with ASoD PUBLIC AFFAIRS AND MARKETING to completely redesign the IE website presence to be simpler to locate and easier to utilize by stakeholders. Currently, the IE Committee meets once a month and (as decided at the March 2019 meeting) will hold 'Open Quarterly Meetings' starting in June. The 'Open Quarterly Meetings' facilitate input from the entire ASoD community on inclusivity.

CHALLENGES

The 3 biggest challenges of the IE-EI Office include: 1) Improving communication on Diversity and Inclusion strategies within ASoD Leadership; 2) Increasing visibility (and engagement) of IE_EI among ASoD staff, faculty and students; and 3) Garnering support and collaboration among ASoD partners to enhance the culture in the ASoD.

IMPROVING COMMUNICATION ON DEI STRATEGY AMONG LEADERSHIP

To maximize efficiency and success within the DEI space, we will need to overcome the current challenge within internal communications. What would this operational change look like? This highly functional model would result in optimal coordination of DEI strategies and the elimination of current silos that are being created only to address the same goal. Thus, eliminating redundant resources and in some cases, contradictory plans would instead lead to fostering a sustainable, collaborative framework. More importantly, this model would inculcate an operational framework that has proven successful in other institutions - ask the question before every planning meeting "**who are the important stakeholders that need to be here?**" And "**whose work (or area) is most impacted by the decisions that will be made here?**" This strategy is a proven entity in our peer institutions who, like us, have made a serious commitment to inclusion.

INCREASING VISIBILITY OF IE_EI AMONG ASOD FAMILY

Despite efforts to increase visibility with a first-ever Inclusive Excellence Week, DOCS Program, creating marketing tools, and sharing positive messages via Yammer, the expected embrace of inclusivity by the ASoD has been slow. This issue is not simply one that falls on the shoulders of the ASoD, but of the larger campus climate surrounding DEI. I was invited to share comments with UNC-CH leadership in the South building on the challenges of DEI within the larger university and very candidly made this point: *the lack of a central framework from which all units could derive guidance and reinforcement of institutional values ultimately creates dysfunction by otherwise well-meaning individuals.* Those institutional models that have received the most praise in the many diversity training workshops that I have attended (with support from the ASoD), feature a strong IE alignment and connection of individual units to the central DEI mission.

GARNERING SUPPORT AND COLLABORATION AMONG ASOD PARTNERS

Over the past year, the IE Office has invited several groups to partner on initiatives and activities. While the spirit of collaboration exists, and some of these efforts were successful, a challenge remains. The primary challenge is the recognition of IE by other groups - perhaps because IE is still new, others do not intuitively initiate collaborations. One possibility to address this is that communications between IE_EI and the Dean's Office be increased in the coming year. It is heart-warming that the collaborations that have succeeded always result in a productive outcome and collegial feelings. But the remaining challenge and/or goal is to increase this by eliminating silos that prevent this from occurring seamlessly. This directly relates to the first challenge and encourages a practice of each working group asking the question "**whose work (or area) is most impacted by the decisions that will be made here?**"

ALIGNMENT WITH ASoD STRATEGIC PLAN

RECRUIT AND RETAIN THE VERY BEST PEOPLE

As summarized under accomplishments, the IE_EI Office has initiated many new collaborations to help the efforts of recruitment. IE_EI has sought to widely share a message of inclusivity that directly addresses the objective to “create a culture of transparency, respect, collaboration and trust.” This can be found in the many expressions of cultural and social awareness posts that were shared via Yammer and e-mail. These efforts were purposely to “increase internal communication,” and “enhance diversity throughout the school.” While the impact has not reached its highest potential, efforts continue in the coming year to ramp up the intensity and visibility of these initiatives. IE_EI has created new venues (as above in Accomplishments) to recruit talented students that relied on a successful collaboration with [THE OFFICE OF ADMISSIONS AND STUDENT LIFE](#). To avoid redundancy, I will not list every initiative again here, but emphasize that a great effort has been placed on gaining the education/training in the best practices of DEI. These references of best practice can be shared as an appended document upon request.



36 Uplift PLUS HS seniors hear from Dr. Mark Hyman about the ASoD. After the session half were interested in dentistry. (July, 2019)

Moreover, this past Spring, IE_EI began a collaborative relationship with a national organization called [EAB](#) (formerly Education Advisory Board) that focuses on supporting academic institutions allowing each institution to maintain relevant and contemporary educational practices. UNC-CH has an institutional membership with the EAB to provide support and campus training; the IE office of the ASoD was present to foster this collaboration. The first outcome of these efforts will be a collaboration between [FACULTY DEVELOPMENT AT ASoD](#) and Inclusive Excellence to co-sponsor a [FACULTY DEVELOPMENT FRIDAY](#) workshop on Inclusivity in academic practices in the Fall of 2019.

REVOLUTIONIZE CURRICULUM AND OPERATIONS

The IE_EI Office established a collaborative effort with ASoD [COMMUNITY ENGAGEMENT AND OUTREACH](#) to create the DOCS Program and the new iteration of this in 2019, DOCSpeaks. The goal of this activity is to make it a formal part of the curriculum in the future. Currently, grant support was received in 2018-2019 to offer this educational enrichment activity that relies on intra-school collaboration. In 2019, the DOCSpeaks program will introduce an inter-professional component including the School of Nursing and the School of Social Work. While DOC Scholars introduced the concept of cultural competence to students and faculty in a side-by-side learning experience that establishes the foundation for integrating into the ASoD Curriculum, the 2019 version - DOCSpeaks - will rely on collaborative input from [INTER-PROFESSIONAL EDUCATION AND PRACTICE](#). Taken together, the past and future IE goals and activities (as above) address the objectives to “generate programs that facilitate communication, collaboration, and collegiality.”

EMBRACE AN ENTREPRENEURIAL MINDSET

One of the goals of this priority is to “foster and create high-impact programs,” and “launch programs to advance our mission that are financially sustainable.” The DOCSpeaks program will do just that. The impact of DOCSpeaks has already gained recognition from the Provost Office (through the ASSISTANT PROVOST OF INTER-PROFESSIONAL EDUCATION). While participating in the UNC_CH sponsored [RELATIONAL LEADERSHIP INSTITUTE](#), it was commented that our ASoD proposal, DOCSpeaks, could be the model for an Inter-professional Initiative. This suggests impact and sustainability. The inaugural DOCS Program garnered support from AHEC and the DOCSpeaks program is seeking funding from central university sources (currently the Carolina Seminars Program). Of note is that in addition to successfully securing the AHEC grant, I received a grateful patient donation that has been used to support IE initiatives. This is being expanded with the help of DFNC to create a separate sustainable fund for IE initiatives and innovation.