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What key events in your life shaped you for leadership?

1. Family Upbringing

- Raised on a farm in the rural Adams Run, South Carolina
- Parents were change agents: “Lift as you climb”
 - *“Be the change you wish to see in the world”*

2. Educated with a focus on leadership and service

- Earned Master of Public Health degree from the University of South Carolina
- Completed Executive Leadership in Academic Medicine (ELAM)

3. Supportive Mentorship and Sponsorship

4. Valued the Collective Wisdom of Different Voices

- Understood the importance of the missing voices
- A sense of obligation to represent the minority voice in spaces
 - *As a Medical Student: 2 in 165*
 - *As a Resident: 2 in 500*
- Audacity to think beyond the status quo

As leader of a large institution, what have you done to promote inclusive excellence?

1. Integrating DEI into the fabric of the institution

- Commissioned SOM's internal DEI Committee and established DEI goals at department and unit levels
- Partnered with Human Resources to assess, evaluate, and enhance hiring practices
- DEI continuous quality improvement
- Established Values in Action awards to highlight efforts of staff/faculty

2. Embedded DEI programming into the academic mission of the school

- Pathway programs –Elementary School through Residency Training
- **Health Equity Social Justice & Anti-Racism (HESJAR)** curriculum thread
- **HABLAMoS** provides medical students with skills to communicate with Spanish-speaking patients and families in clinical settings
- **PRIME-ABC (African, Black, Caribbean) Program**

3. Placed emphasis on Community Impact & Clinical Care

- Community engagement and research through the Center for Healthy Communities and Center for Health Disparities Research
- Addressing paucity of physicians and outmigration for care by filling gaps in clinical care throughout the Inland Empire

How have you used the institution's resources to invest in and build community-based programs to enhance the success of our Black male and female students?

As we increase # of Black students, we go beyond recruitment and ensure retention to create an atmosphere where students can thrive:

- 1. Emphasis on the recruitment of diverse faculty/staff to ensure a diverse leadership team**
- 2. Celebration of key events and national observances highlighting diversity**
- 3. Integrating students into the community at large**
- 4. Investing in leadership, training, and mentoring opportunities**
 - Faculty mentorship/shadowing
 - Peer mentorship opportunities
 - Support for affinity groups (eg. Student National Medical Association; White Coats 4 Black Lives)
- 5. Student Support**
 - Office of Student Support & Wellness
 - Nomination for awards/recognition programs
 - Wraparound educational and support services
 - Scholarships, funded research opportunities, emergency funds