1. Student access and opportunities
   A. Graduate Students
      Otolaryngology – Head and Neck Surgery does not offer a graduate program; however, our faculty members participate in candidate selection for programs affiliated with our department. Upon entry into the programs, a conscious effort is made to ensure that students find the best fit when choosing a lab and a thesis advisor. Students access Otolaryngology-HNS as part of their program-specific lab rotations. It is from this pool of students that available positions are filled.

   B. Residents
      At the entry level of surgical sub-specialty residencies there are few minority applicants due to the limitation of access to introductory levels of training. Even so, we have been able to interview and rank highly a number of qualified minority applicants. The UWSOM has undertaken several major initiatives to identify, recruit, and support individuals from under-represented racial and ethnic groups at the medical student level, and we have instituted multiple initiatives in the Department of Oto-HNS.

      Mission Statement – Residency Program Brochure: The missions of the Department of Otolaryngology-Head and Neck Surgery are to provide comprehensive care to a broad patient population, to provide consultation to the community and to the region, to train medical students, resident physicians and graduate students, and to develop and maintain a preeminence in research in the broad area of disorders affecting the organs of communication. It is additionally our mission to broaden the societal impact of our training and research activities through specific recruitment activities directed at under-represented minorities as identified by the National Institutes of Health (African American, Hispanic, Native American), or other groups which are found to be under-represented in biomedical or behavioral research in the United States. In addition the Department Goals include:

      ▪ To successfully recruit and train qualified individuals from under-represented racial/ethnic groups.

      Application Process: While reviewing applications, conducting interviews and making offers, diversity of background and life experiences are definitely considered in the criteria for selection. Three residents are accepted each year to a program that is designed to provide one year of general surgical training, one or two years of full-time research, and four years of training in otolaryngology-head and neck surgery. The Department is committed to the national matching program sponsored by the Association of Academic Departments of Otolaryngology-Head and Neck Surgery; hence we cannot offer positions outside the matching program. Additionally, we offer to visiting minority candidates the opportunity to meet with a representative of their specific minority group at the UWSOM.

   C. Postdoctoral PhD Recruitment
      An active effort to recruit individuals from under-represented groups to postdoctoral PhD positions is also already under way and is best evidenced by two predoctoral fellows and two postdoctorals who have graduated.
2. Student development and retention

The department recognizes that all students are unique and have vastly different educational needs. Graduate student rotations from affiliated departments and programs allow students to try out a lab, make sure the research is a good fit and that they are comfortable in the lab environment and with their advisor. Our residency-training program provides comprehensive training in clinical, surgical and investigative research in Otolaryngology-Head and Neck Surgery. The program is built on the premise of teamwork both between trainees and between residents and faculty. Faculty mentors guide the experience. This is particularly true of the research year in which the topic and mentor is open to selection by the resident based on their area of interest.

3. Engagement with the external community:

Our residents have a required rotation at Swedish Hospital. They are expected to attend national conferences to present their research and meet others in their respective fields. These meetings give the outside scientific community exposure to the diverse group of people that compose our department and allows our students to make connections within the scientific community. Exposure to the academic community provides a network for future recruiting efforts.

The Department of Otolaryngology reaches out to the international community with an active visiting scholar program. This affords our graduates exposure to world-class researchers.

4. Staff and administrative diversity:

The Department of Otolaryngology – Head and Neck Surgery celebrates the differences in our staff members and believes that the unique points of view, life experiences and distinctive contributions that individuals bring to the department are what make it great. We value the unique contributions of all of our employees and recognize that life experiences contribute to an enriched environment. While, HR does all of the recruiting for departmental staff we carry these values into the employee interview/selection process and beyond.

5. Faculty diversity:

The Department of Otolaryngology – Head and Neck Surgery is committed to expanding and maintaining faculty diversity. Search committees for clinical faculty are appointed by the Department chair, who looks for qualified candidates representative of the patient population served. The clinical faculty consists of 18 MDs. Of the 9 research faculty, 4 are women. We plan to continue expanding the faculty diversity in the department and embrace the individuality already present in our current faculty members.

Residents and Fellows: Over the past three-year period residency interviews were offered to 18% of the African American applicants; 100% of the American Indian or Alaska Natives applicants; and 8% of the Hispanic applicants. The limited number of minority applicants for research intensive residencies and post-residency clinical fellowships, along with competition between federally funded programs make it doubtful that much greater success rates can be achieved.

6. Curriculum and research:

As mentioned above in the student section we are very much committed to finding a good fit for graduate students and for our residents. The residency program curriculum is designed to comply with the American College of Graduate Medical
Education accreditation rules. Those rules require considerable attention to the
development of the post-graduate medical student. Our goal is to produce clinically
accomplished graduates, experienced in research philosophy and techniques, and with
expertise in conveying that information; to provide a nurturing environment for our faculty
which will maximize their professional and academic growth; to be a leader in our
specialty through world class research and exemplary clinical medicine. We aspire to
have our graduates compete successfully for the best academic or private practice
positions.

Our clinical fellowship programs, although not GME accredited, each fall in areas
that have a national oversight body that establishes criteria and oversight functions
similar to GME.

Research is incorporated in the program with a full-time postdoctoral fellowship
year supported by a NIH-NIHDCD training grant. Regardless of the prior experience of
the resident, all research will be done in conjunction with an experienced research
mentor, not necessarily within our own department. The goal of the research year is for
the resident to learn or refine their knowledge of research methodology, and to develop
a research program in their field of interest that may encompass basic science or
outcomes studies. We believe that the research training needs of residents differ,
depending on their prior research training and areas of interest. Therefore, we have
customized our program in an effort to meet differing needs.

7. Climate:

The Department of Otolaryngology – Head and Neck Surgery is committed to
promoting a working and learning environment that encourages respect, inclusiveness
and individuality. This ideal holds true for everyone, whether they are a member of the
faculty, a graduate student, a staff member or a post-doctoral fellow. We genuinely
believe that diversity helps us to consider clinical outcomes, biomedical and behavioral
research from a slightly different perspective. The interaction of faculty and staff in a
diverse environment fosters creativity and is exactly the ideal that the department is
striving to promote.