

University of Maryland School of Medicine

Supporting Faculty Diversity through the Culture Transformation Initiative

This Action Applies to Rubric Item(s):

1: Embedding the Values of Diversity, Inclusion, and Respect into Hiring, Promotion, Advancement, and Admissions.

Description of Work:

The representation of women in academic medicine decreases precipitously with increasing rank and leadership status, even as an equal number of women and men are entering medicine. Limited diversity at the top of an organizational structure leads to homogenous thinking. In the corporate world, leadership teams with female representation perform better than male dominated teams. This loss of viewpoints is even more critical for an academic health center that must be cognizant of and responsive to the diverse communities which it serves. Furthermore, sexual harassment thrives in organizations where women are underrepresented in leadership positions.ⁱ At the University of Maryland School of Medicine (UMSOM), public disclosure of sexual harassment allegations led to a schoolwide conversation gender equity and representation. As a result of these discussions, UMSOM declared a public commitment to ensure a safe, respectful and inclusive work environment for everyone through the creation of the Culture Transformation Initiative (CTI) in 2019. Recognizing the importance of gender, the CTI set an early goal to evaluate and improve diversity at UMSOM.

Through town halls and direct feedback, UMSOM recognized that the opacity of data about how women and POC faculty are represented throughout the school formed a barrier to identifying and addressing diversity concerns. The CTI embarked on the creation of a diversity dashboard to provide transparency in faculty diversity across department, gender, race, and academic rank. The Diversity Dashboard draws on the faculty roster kept by Academic Affairs, which automatically updates the underlying data. Microsoft PowerBi provides a versatile platform that allows users within the school or the public at large to create custom queries to answer their own questions about representation at UMSOM.

Critical analysis of these demographic data is essential to identifying and remediating hotspots where diversity may be limited. The Dean appointed a diverse committee to critically evaluate promotion success rates for men and women faculty over time. As an academic school of medicine, the committee evaluated both basic science departments and clinical departments (with patient care responsibilities). While no promotion disparity was identified in

Year 1 Public Description of Work for Action Collaborative on Preventing Sexual Harassment in Higher Education

basic science departments, female clinical faculty had lower rates of promotion than male faculty. Decreased promotion of women limits progression to leadership, contributing to limited representation at the highest levels. UMSOM leadership implemented a targeted plan to combat this disparity by creating a new faculty promotion pathway for clinicians, educators, and administrators that values these important contributions to UMSOM as highly as the historical emphasis on research achievements. As this policy takes effect for the 2020-2021 academic promotion season, increased equality in promotion success for clinical faculty is anticipated.

The new pathway to promotion is just one tangible example of the value of transparency in diversity. Beyond the CTI initiatives created by the Dean's Office, the Diversity Dashboard has already seen great success in use by school stakeholders. The University of Maryland Women in Medicine and Science organization used the Diversity Dashboard to identify areas where targeted assistance could be provided to support women on the promotion pathway, and have created a program to meet these needs. These new initiatives will increase gender equity across the school and foster an improved culture of gender equity.

Website for further information (if applicable): <https://www.medschool.umaryland.edu/CTI/>

Point of Contact Name: Kimberly Lumpkins MD MBA

Email Address for Point of Contact: klumpkins@som.umaryland.edu

ⁱ Dobbin, Frank and Kalev, Alexandra. *Training programs and reporting systems won't prevent sexual harassment. Promoting more women will.* Harvard Business Review. Accessed August 10, 2020. <https://hbr.org/2017/11/training-programs-and-reporting-systems-wont-end-sexual-harassment-promoting-more-women-will>