The NIH-TAC Trial (Transforming Academic Culture)
A Unique NIH funded Multi-level Cluster-Randomized Intervention Trial to Enhance Institutional Support and Women’s Success in Academic Medicine

Background
- It’s not just a “pipeline” problem

Methods
1. Woman Career Supportive Culture measure
   - Developed new measure
2. Cluster-randomized intervention trial
   - Eligibility requirements
     - departments/divisions with at least 3 junior women faculty (N=27)
     - intervention unit: SOM departments/divisions
   - 27 dept/divn/division chiefs consented (13 intervention, 14 control)
   - 134 women faculty consented (62 intervention, 72 control)
3. Multi-level initiatives
   a. Senior leaders (individual interviews, implement recommendations)
   b. Dept/Div faculty (task forces)
   c. Junior women faculty (Total Leadership Program & Manuscript Writing Group)

Women’s Career Supportive (WCS) Culture Measure
Construct: Shared assumptions, beliefs, and values regarding extent to which department/division supports women’s careers
- Measurement development
  - Process: Literature review, focus groups, pilot surveys, expert reviews
  - Measure: Four dimensions of WCS culture
    - equal access to opportunities (19 items)
    - support for work-life balance (17 items)
    - freedom from subtle and overt gender bias (4 items)
    - support from Chair/Chief (12 items)

Overview of Trial
- Institutional change from “Top Down” and “Bottom Up” Interventions

Specific Aims
1. Test the extent to which the intervention improves:
   a. perceived supportiveness of the work environment
   b. outcomes for junior women faculty
   c. department/division performance
     - task force recommendations & implementation

Intervention Level 1
Senior Leaders
- In-depth qualitative interviews
  - identify opportunities & barriers
  - guidance regarding interventions
- Enlist support for each intervention component
  - encourage junior women faculty to participate
  - protect their time when possible
  - appoint task force members
- Overseas implementation of task force recommendations

Intervention Level 2
Department Task Forces
- Department/division level initiatives
  - contracted with high-ranking, extremural academic facilitator to promote an appreciative inquiry based approach for making recommendations for change at all levels
- Goal: To make specific recommendations to improve the environment to better support women faculty, and ultimately, all faculty
- 13 dept/div Task Forces
  - men and women faculty & administrators
  - appointed by Chair/Chief
  - 5 facilitated meetings

Intervention Level 3a
Junior Women Faculty

Intervention Level 3b
Junior Women Faculty
MANUSCRIPT WRITING GROUP
- 8- session curriculum
  - common barriers to scholarly productivity
  - provides tools to write more efficiently
  - Produce, review, submit manuscripts
  - Peer support and networking

Developed and led by two senior faculty in the School of Medicine, Karin McGowan PhD and Seema Sonnad PhD

Summary
- First randomized trial to test effectiveness of a school wide intervention with multi-level components
- 4 year, 1.3 million dollar NIH-RO1 award builds upon 12 years of FOCUS program initiatives supported by Dean’s commitment and resources
- Ultimate goal is to create an environment where women can succeed fully in their careers, thus maximizing their contributions to academic medicine and improving the workplace for all faculty