

State of Faculty Underrepresented in Medicine and Science

Eve J. Higginbotham SM, MD, ML

- **Vice Dean for
Inclusion, Diversity,
Equity**
- **Professor of
Ophthalmology**
- **Senior Fellow,
Leonard Davis
Institute**

Presentation Overview

Overview of OIDE

Faculty Overview

Focus on Retention – National and Longitudinal Context

Academic Clinician and Clinician Educator Tracks: Penn Medicine and CHOP Data

Research and Tenured Faculty Tracks: Penn Medicine and CHOP Data

Strengthening Institutional Intentionality and Accountability

Summary



Penn Medicine
Office of Inclusion, Diversity & Equity

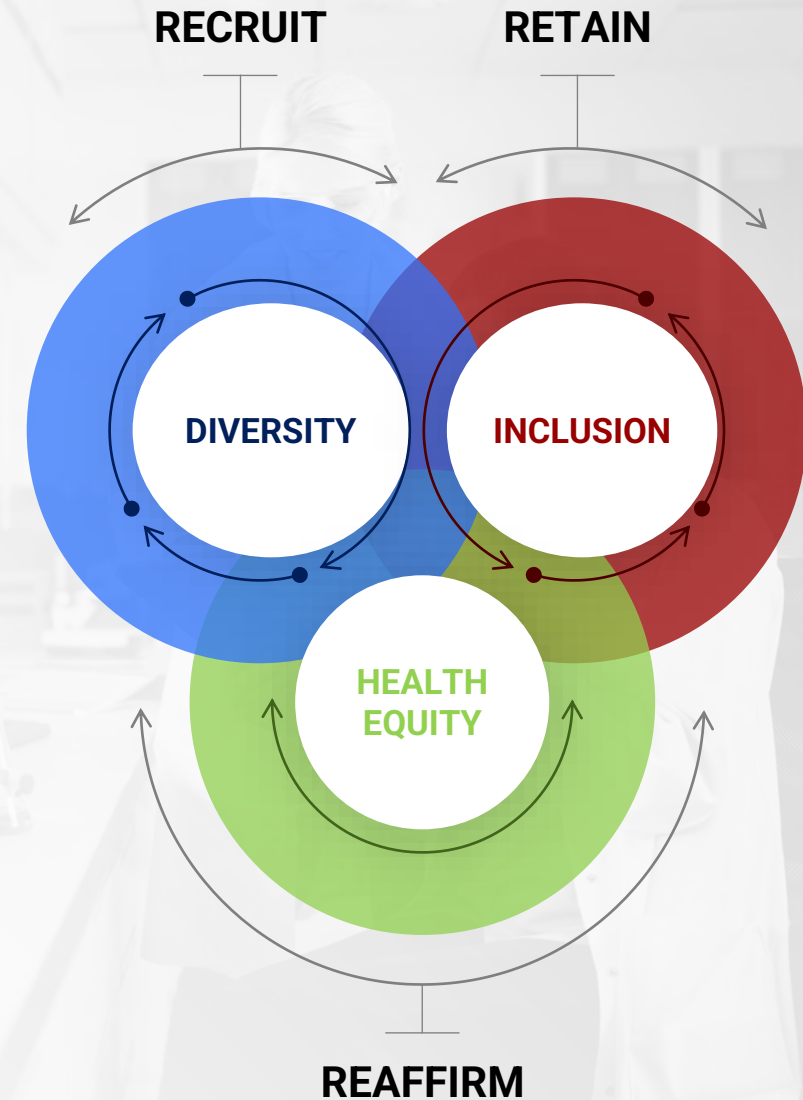
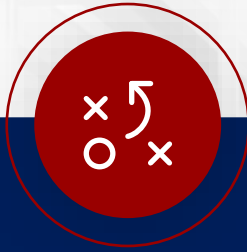
OIDE's Mission

The **mission** of the Office of Inclusion, Diversity and Equity (OIDE) is to **strengthen** the quality of education, produce innovative research, and **foster** an open inclusive environment that embraces diversity as a strength and **supports** the delivery of high-quality medical care all in pursuit of universal health equity.

Strategic Goals



- Recruit the best talent
- Retain and ensure the success of a diverse community of faculty, staff and students
- Reaffirm the benefits of inclusion and diversity



Office of Inclusion, Diversity, and Equity



Kya Hertz
Assistant Director
Certified Diversity Professional



Jack Drummond
Director, Restorative Practices
Doctoral Student



Corrinne Fahl, MEd
Assistant Director
Doctoral Student



For more information on any of our programs please contact oid@mail.med.upenn.edu
<https://www.med.upenn.edu/inclusion-and-diversity/>



Office of Inclusion, Diversity and Equity (OIDE) Organizational Chart

**Eve Higginbotham, SM, MD,
ML Vice Dean for OIDE**

**Jack Drummond
Director of Restorative
Practice, OIDE**

- Microaggression/Discrimination Intervention
- Restorative Practice (RP) Education – Canvas Course Development & Management, Tech., and Presentations
- RP Training for departments/ groups
- RP Circles/ Conference facilitation
- RP Advisory Group organization & management
- RP/ UPHS Partnership

**Kya Hertz, CDE®
Assistant Director, OIDE**

- Action for Cultural Transformation
- Event and Speaker Management
- Educational Workshops
- OIDE Annual Report
- External Conferences
- Business Operations
- HR Operations
- Presentations and Publications
- OIDE Communications
- AAMC Professional Development
- Institute for Translational Medicine and Therapeutics Internal Advisory Committee

**Corrinne Fahl, MEd
Assistant Director, OIDE**

- Annual Reporting the Provost and OAA-EOP
- Faculty Search Database
- Diversity Search Advisors
- Diversity Engagement Survey
- Data Collection, Analysis, Reporting, Publication and Presentation
- Presidential Professorships
- Faculty Opportunity Fund

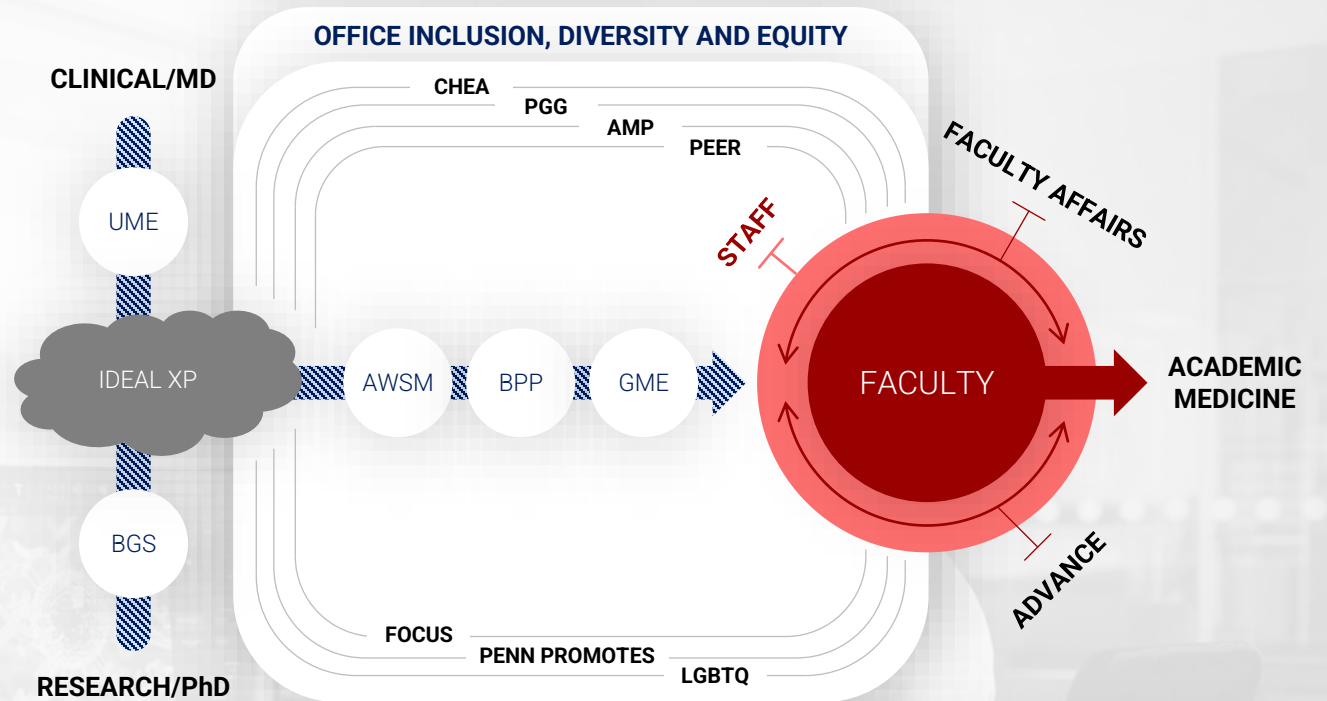
**Tisch Farley
Executive Assistant
(Part-Time)**

- Scheduling and Calendar Management

Infrastructure for Inclusion, Diversity, and Health Equity

The Pipeline to Faculty Status

The **pipeline** towards faculty status is supported by existing and emerging **anchor** programs, infrastructure at the Perelman School of Medicine (PSOM) and the University of Pennsylvania Hospital System (UPHS).



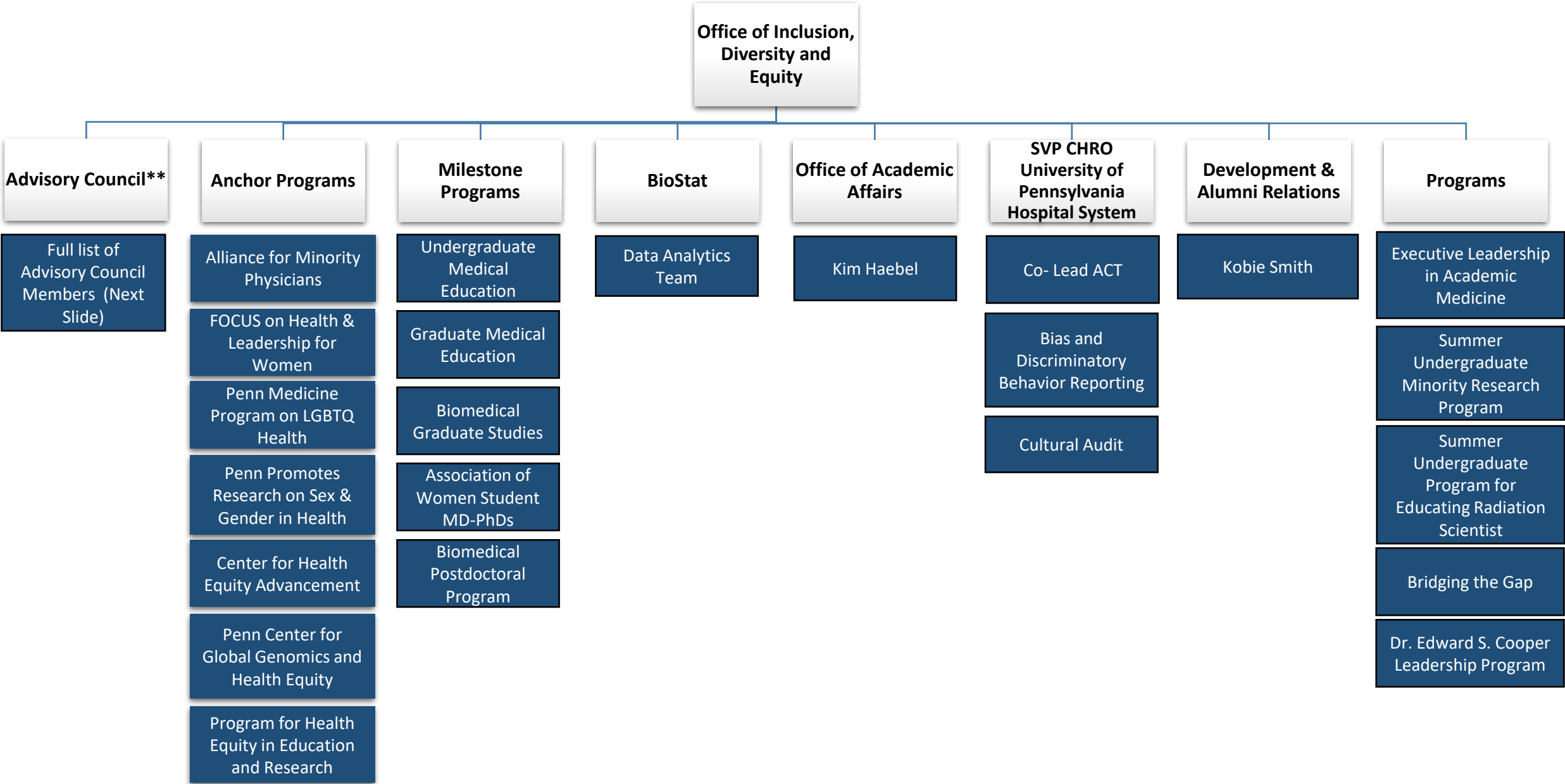
Anchor Programs

- **AMP** (Alliance for Minority Physicians)
- **CHEA** (Center for Health Equity Advancement)
- **FOCUS** (Focus on Health and Leadership for Women)
- **LGBTQ Health** (Penn Medicine Program for LGBTQ Health)
- **Penn Promotes** (Research on Sex and Gender in Health)
- **PEER** (Program for Health Equity and Research)
- **PGG** (Penn Center for Global Genomics and Equity)

Legend

- **AWSM** (Association of Women Student MD-PhDs)
- **BGS** (Biomedical Graduate Studies, IDEAL XP, EE Just Society)
- **BPP** (Biomedical Postdoctoral Programs, WEB DuBois Society)
- **GME** (Graduate Medical Education)
- **UME** (Undergraduate Medical Education, IDEAL XP)

Office of Inclusion, Diversity and Equity: Relational Organizational Framework



Advisory Council Members

Anchor Programs

Jaya Aysola, MD, MPH

Executive Director, Center for Health Equity Advancement
Assistant Professor, Department of Medicine and Pediatrics

Judd Flesch, MD

Assistant Professor of Clinical Medicine
Associate Program Director, Internal Medicine Residency Program
Associate Director, Program for LGBT Health

Rebecca Hirsch, MD

Assistant Professor of Clinical Medicine
Direction of Inpatient Oncology Services
Associate Director, Program for LGBT Health

Maria Oquendo, MD, PhD

Chair, Department of Psychiatry
Ruth Meltzer Professor of Psychiatry
Co-Director, Penn PROMOTES

Iris Reyes, MD

Associate Professor of Clinical Emergency Medicine, Advisory Dean
Founding Director of the Alliance of Minority Physicians

Courtney Schreiber, MD, MPH

Stuart and Emily B.H. Mudd Professor in Human Behavior and Reproduction
Department of Obstetrics and Gynecology
Co-Director, Penn PROMOTES

Sarah A. Tishkoff, Ph.D.

David and Lyn Silfen University Professor of Genetics and Biology
Director, [Penn Center for Global Genomics & Health Equity](#)

Education

Cary B. Aarons, MD, MEd

Professor of Clinical Surgery
Assistant Dean of Graduate Medical Education
Director of UIM Affairs

Donita Brady, PhD

Harrison McCrea Dickson, M.D. and Clifford C. Baker, M.D. Presidential Professor of Cancer Biology
Assistant Dean for Inclusion, Diversity, and Equity (IDE) in Research Training

Maja Bucan, PhD

Professor of Genetics
Director, Biomedical Postdoctoral Programs (BPP)

Horace Delisser, MD

Associate Professor, Department of Medicine
Associate Dean for Diversity and Inclusion
Diversity Search Advisor, Department of Medicine

Kelly Jordan-Sciutto, PhD

Chair and Professor of Pathology, Penn Dental Medicine
Associate Dean for Graduate Education
Director of Biomedical Graduate Studies

Chairs, Vice Chairs and Center Directors

Roy Hamilton, MD

Associate Professor of Neurology
Associate Professor of Neurology in Physical Medicine and Rehabilitation
Vice Chair of Diversity and Inclusion, Department of Neurology
Assistant Dean of Diversity and Inclusion

Maria Oquendo, MD, PhD

Chair, Department of Psychiatry
Ruth Meltzer Professor of Psychiatry
Co-Director, Penn PROMOTES

Aimee Payne, MD, PhD

Professor of Dermatology
Director of the Clinical Autoimmunity Center of Excellence

UPHS

Dwayne Duckett

Senior Vice President and Chief Human Resources Officer of University of Pennsylvania Hospital System

Cherise Hamblin MD

Associate Director, OBGYN
Family & Maternity Medicine
Co-chair, Diversity & Inclusion Advisory Committee at Lancaster General Hospital

Office of Inclusion, Diversity, and Equity

Jack Drummond

Director of Restorative Practices

Corrinne Fahl, M.Ed.

Assistant Director

Kya Hertz, CDE

Assistant Director

Office of Academic Affairs

Arberetta Bowles, MS

Executive Director of the Office Academic Affairs

Kimberly Haebel

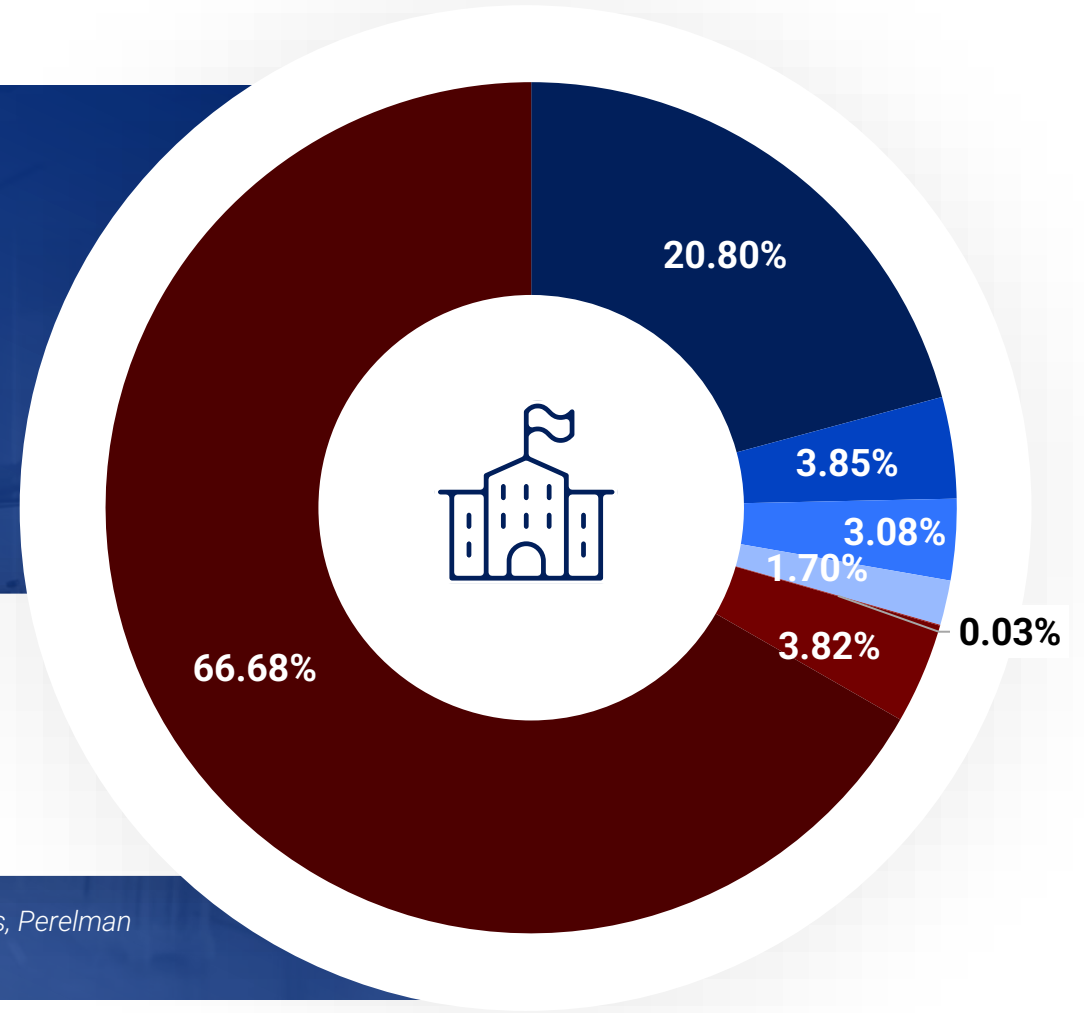
Assistant Director of Faculty Affairs and Diversity

A stethoscope is shown on a blue background. The stethoscope is coiled, with the chest piece in the lower-left foreground and the ear pieces extending towards the upper-right. The text "Faculty Overview" is overlaid in white, centered horizontally and positioned in the middle of the frame.

Faculty Overview



Full-time Faculty Breakdown by Self-Reported Ancestry



Source: Faculty Appointment Database System (FADS), Office of Academic Affairs, Perelman School of Medicine May 2023



Full-time Faculty Breakdown by Self-Reported Gender



GENDER



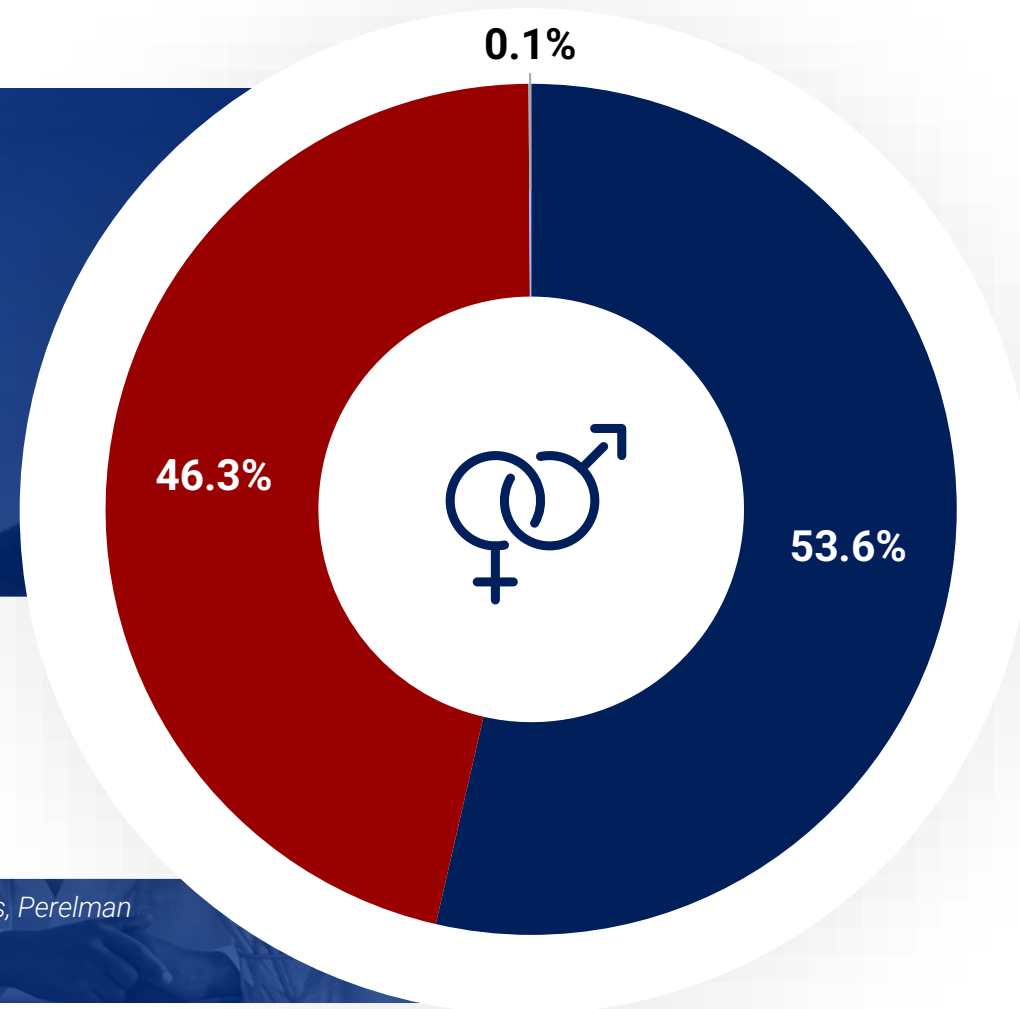
Male



Female



Not disclosed



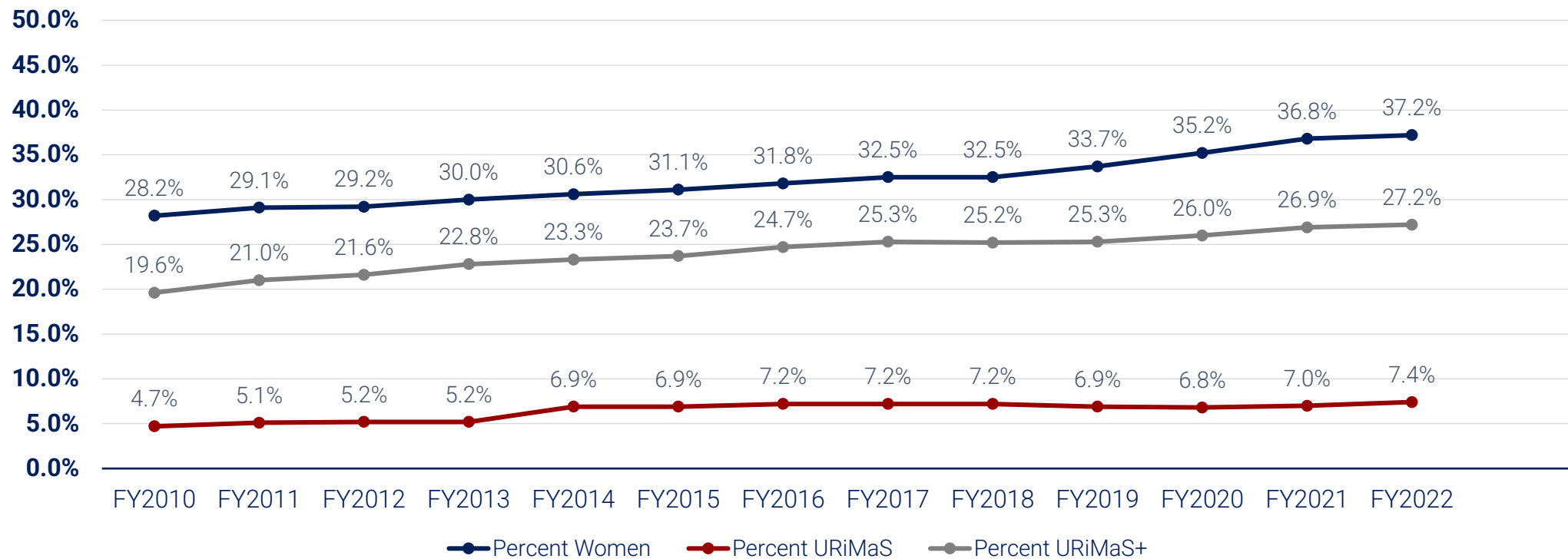
Source: Faculty Appointment Database System (FADS), Office of Academic Affairs, Perelman School of Medicine May 2023

Standing Faculty Demographics



Penn Medicine
Office of Inclusion, Diversity & Equity

STANDING FACULTY



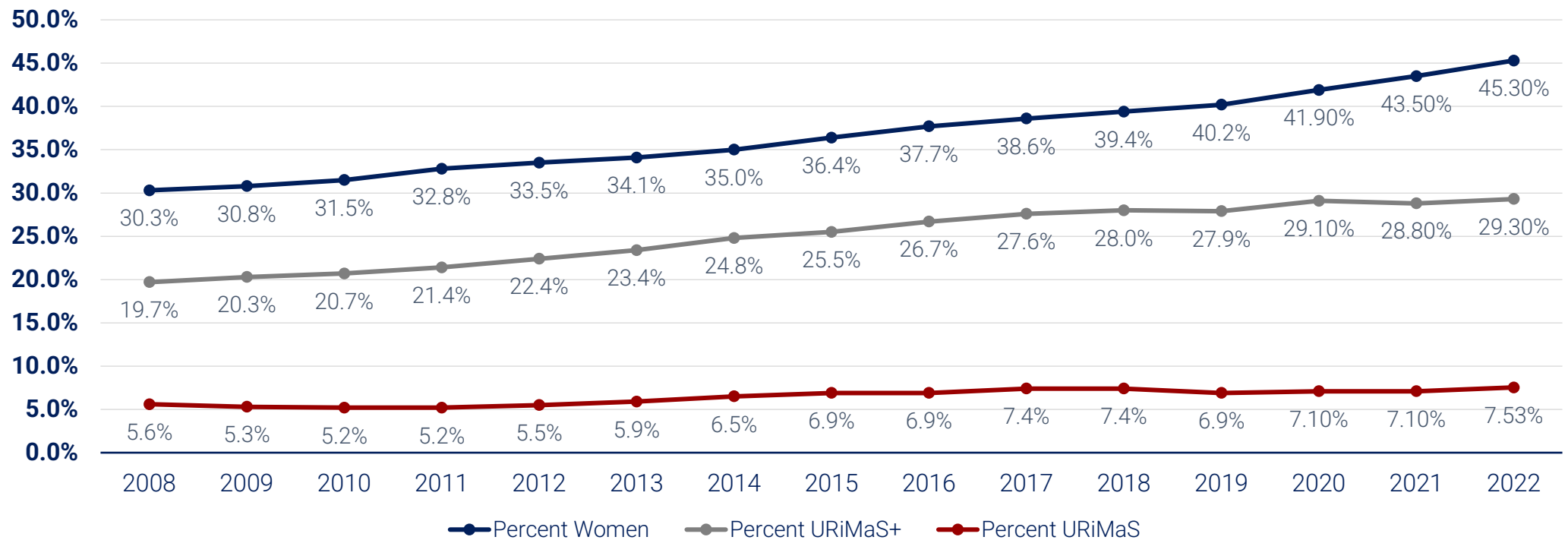
Source: Faculty Appointment Database System (FADS), Office of Academic Affairs, Perelman School of Medicine

Full-time Faculty Including All Tracks



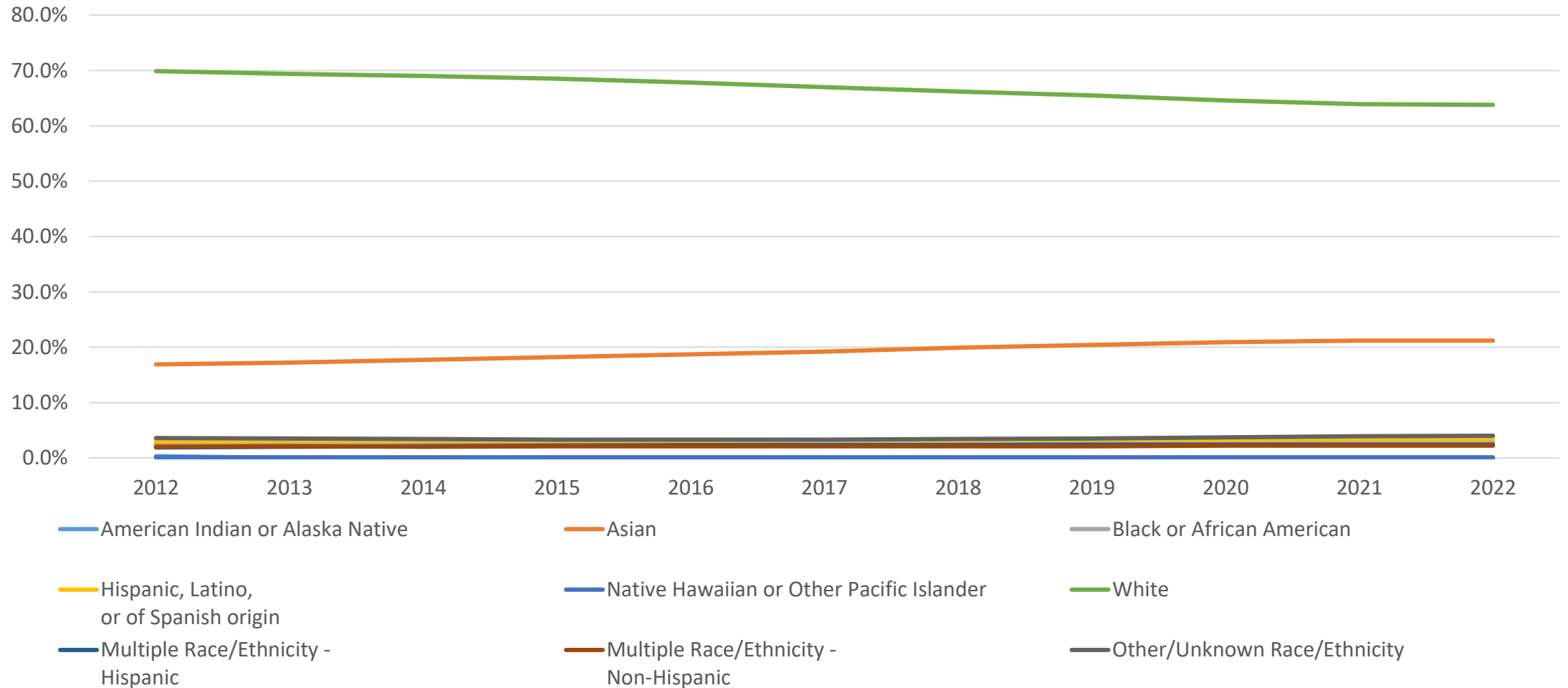
Penn Medicine
Office of Inclusion, Diversity & Equity

FULL-TIME FACULTY

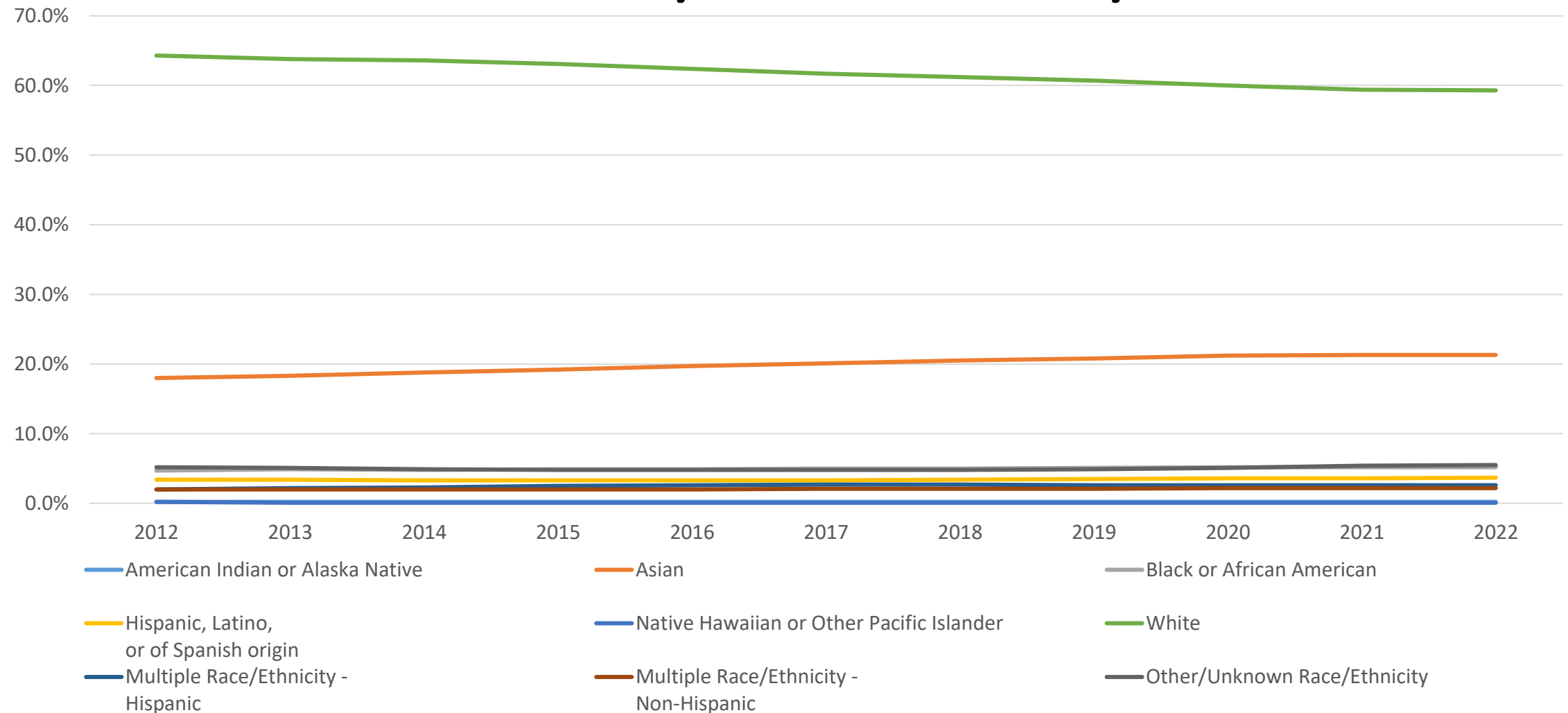


Source: Faculty Appointment Database System (FADS), Office of Academic Affairs, Perelman School of Medicine

AAMC Male Faculty by Self-Reported Ancestry and Ethnicity



AAMC Female Faculty by Self-reported Ancestry and Ethnicity



The Growth of Faculty 2013 to Today

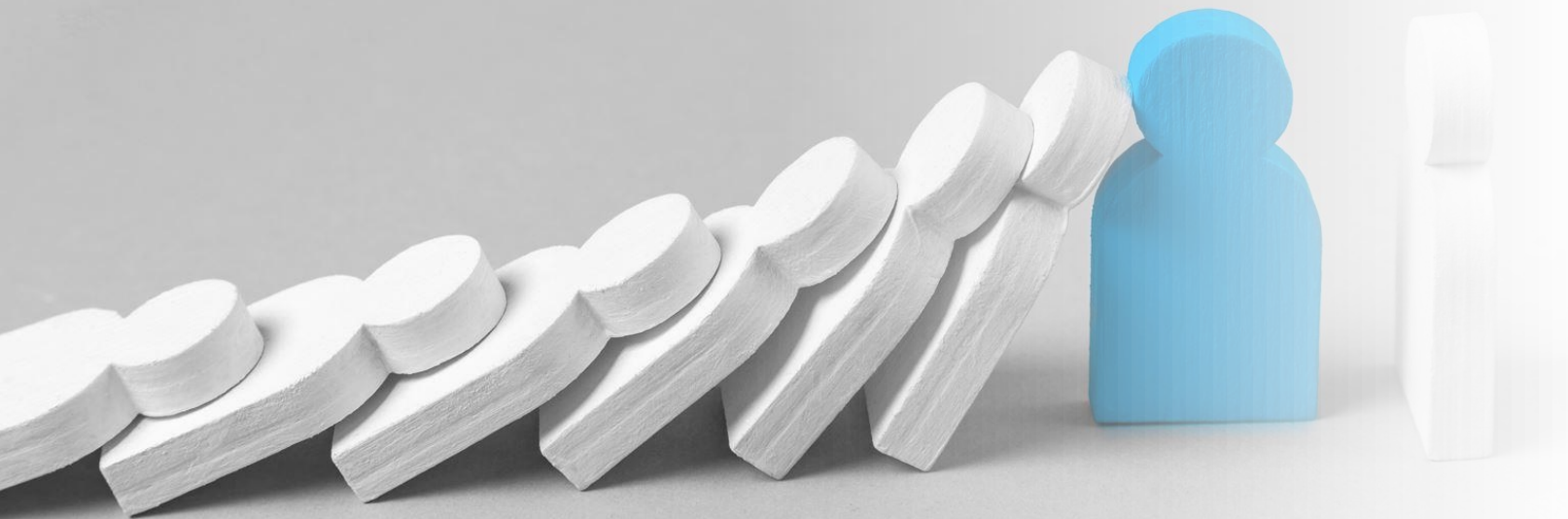


Penn Medicine
Office of Inclusion, Diversity & Equity

Date/Year	Fulltime Faculty Total	URiMaS Fulltime Faculty	Standing Faculty Total	URiMaS Standing Faculty	Academic Faculty (AC)	URiMaS Academic Faculty
6/30/13	1982	117	1362	79	455	34
06/30/22	2948	222	1520	112	1258	104
Total Change	966	105	158	33	803	70
% Change	48.7%	89.74%	11.6%	41.77%	176.5%	205.88%



Growth of URiMaS Faculty Has Outpaced All Faculty Categories



Retention Efforts Remain a High Priority

Project: Retention of Faculty (PROF)

- **Background:** 103 PSOM URiMaS+ have left Penn since July 2020; Consider the metaphor, “canaries in the coal mine”
- **Key Finding:** Department Chairs and Division Chiefs are key drivers of microculture
- Three essential categories of focus
 - *Ensure all leaders are oriented to the importance of inclusion, diversity, and equity*
 - e.g. - Request a statement of commitment
 - *Ensure that new leaders have the necessary tools and knowledge to advance inclusion, diversity, and equity at the unit level*
 - e.g. – Hire executive coaches with academic administrative experience, focus on development of faculty
 - *Ensure that practices exist to strengthen efforts to retain faculty*
 - e.g. – Annual meetings between chairs/division chiefs and faculty to review career progress and address any barriers to advancement

Source: Faculty Appointment Database System (FADS), Office of Academic Affairs, Perelman School of Medicine May 2023,



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Exit Interview Themes

Background: Since 2016, exit interviews have been conducted by the Office of Inclusion, Diversity, and Equity.

1. **Equity in salary**
2. **Inconsistency in chair expectations related to their roles as mentors, sponsors and primary architects of departmental culture**
3. **Time and encouragement for research and collaboration –**
4. **Unsupportive culture and lack of clarity in the conduct of processes to address specific issues**
5. **Lack of consistent, regular, and clear feedback**
6. **Lack of access to opportunity**

Career Trajectories of Women From Underrepresented Minority Groups at an Academic Medical Center



- 134 women assistant professors from 27 departments and divisions participated in this study.
- Three years later, 131 faculty (98.5%) provided employment status at the institution.
- The racial composition was 15 individuals from groups underrepresented in medicine (11.5%; mean [SD] age, 40.5 [1.4] years), 37 Asian women (28.2%; mean [SD] age, 41.0 [0.9] years), and 79 White women (60.3%; mean [SD] age, 41.1 [0.6] years).
- Overall, 21 faculty members (15.6%) departed from the institution during the 3 years:
 - 6 of 15 women (40.0%) from groups underrepresented in medicine,
 - 9 of 79 White women (11.4%).



HHS Public Access

Author manuscript

Chron Mentor Coach. Author manuscript; available in PMC 2021 January 01.

Published in final edited form as:

Chron Mentor Coach. 2020 December ; 1(13): 334–340.

Factors Related to Faculty Retention in a School of Medicine: A Time to Event Analysis.

O. Myers,

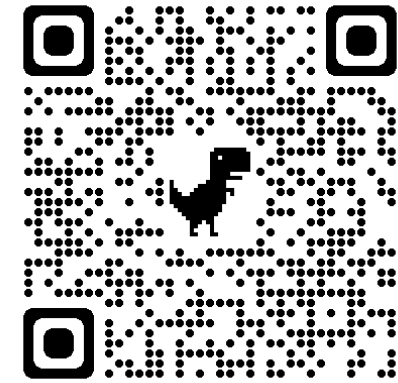
N. Greenberg,

B. Wilson,

A. Sood

University of New Mexico Health Sciences Center

- National data indicate that 50% of assistant professors leave a School of Medicine (SOM) within eight years of hire.
- Compared to non-Hispanic White counterparts, Black faculty and faculty of international origin have a higher risk of leaving.
- Faculty in clinician educator and visiting research tracks both have a higher risk of leaving than tenure track faculty

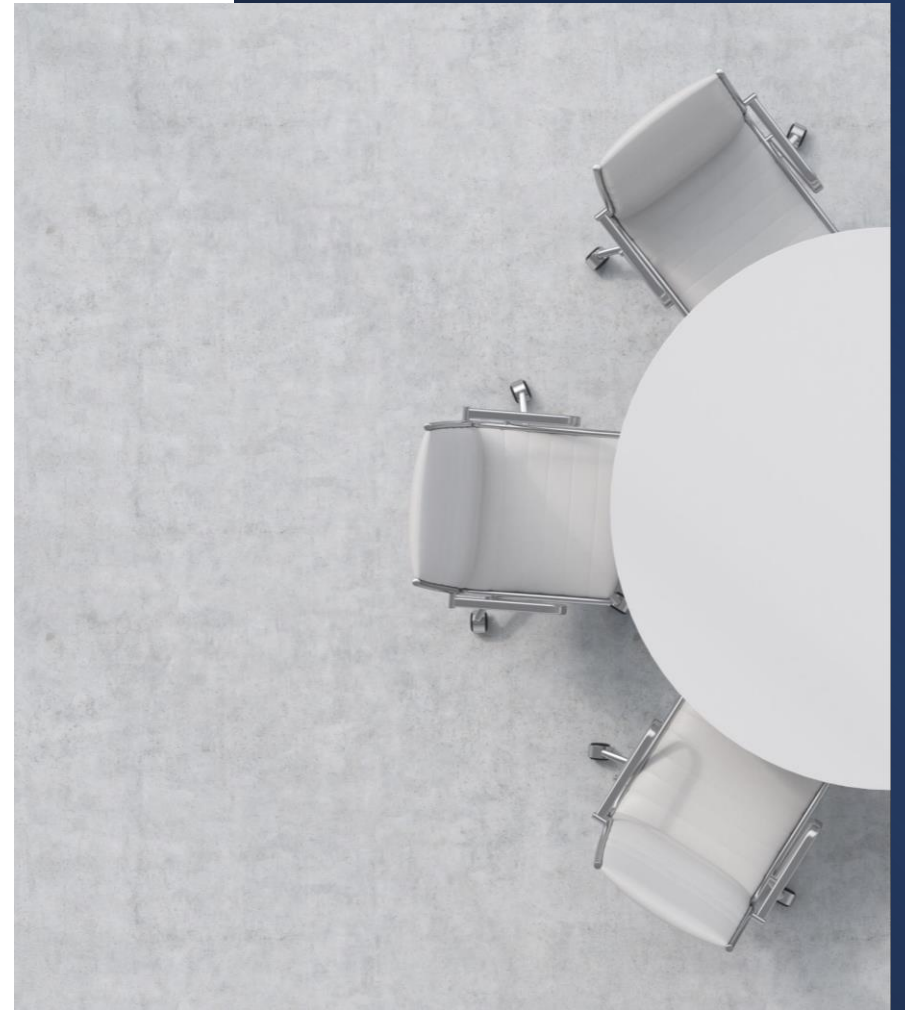


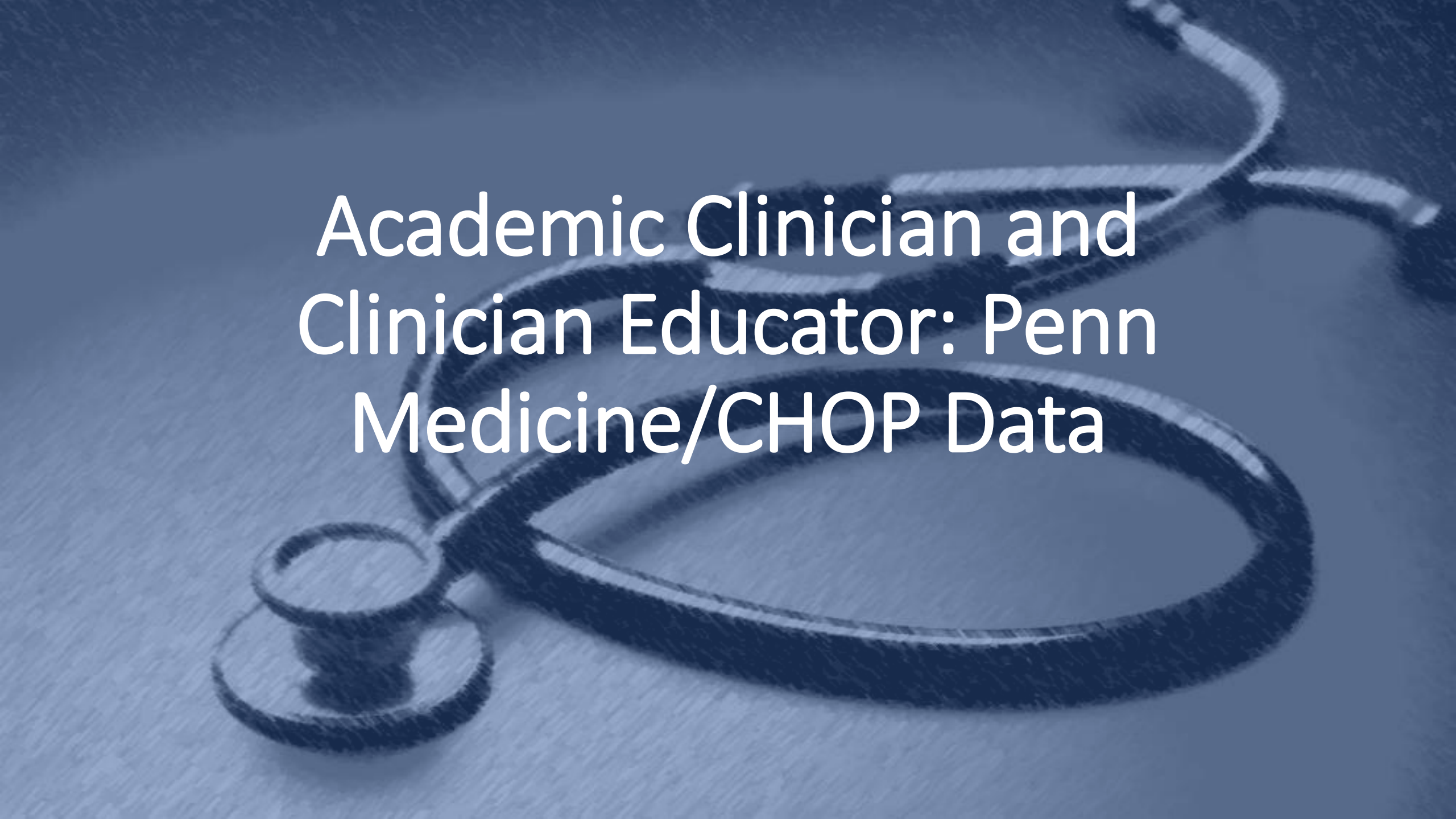
Penn Medicine

Office of Inclusion, Diversity & Equity

Faculty Development Opportunity

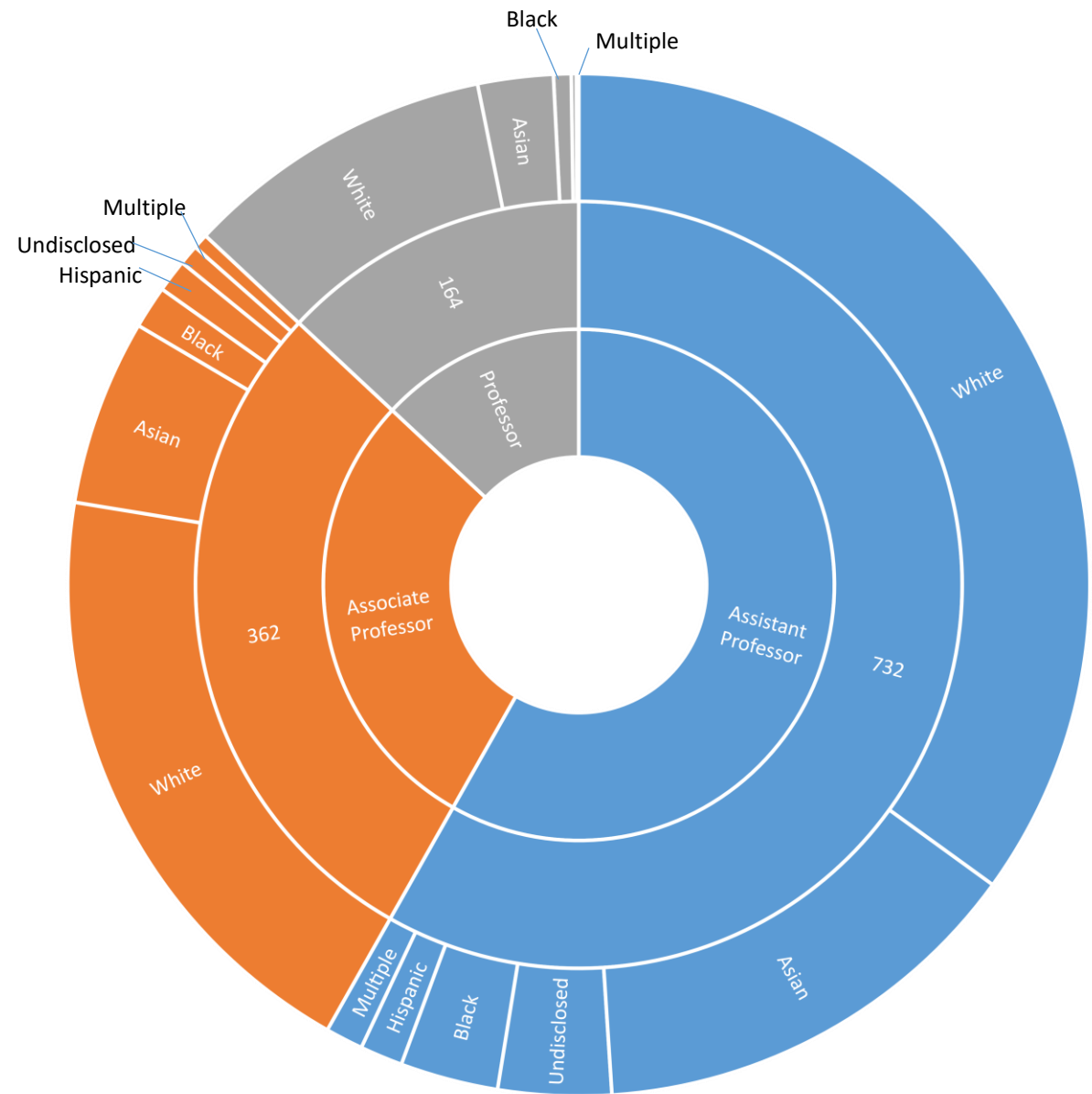
- Mid-Career Minority Faculty Leadership Seminar
- The AAMC Mid-Career Minority Faculty Seminar is a leadership development program designed specifically for mid-career faculty who aspire to leadership positions in academic medicine. This unique blended-learning program takes a culturally responsive approach to address the specific needs of the participants including small group mentoring sessions and a CV review for career development planning. This Seminar consists of both virtual learning sessions/webinars and an in-person two and a half-day event.
- September 27-29, 2023
- Deadline to apply for funding: August 13, 2023
 - Submit a 350 word (or less) paragraph detailing your interest in the AAMC opportunity, including what you hope to gain from the experience and how attendance at this conference will help you to achieve your longer term career goals, as well as your cv to fahlc@upenn.edu and khertz@upenn.edu



A blue-tinted image of a stethoscope lying on a textured surface. The text is overlaid in the center in white.

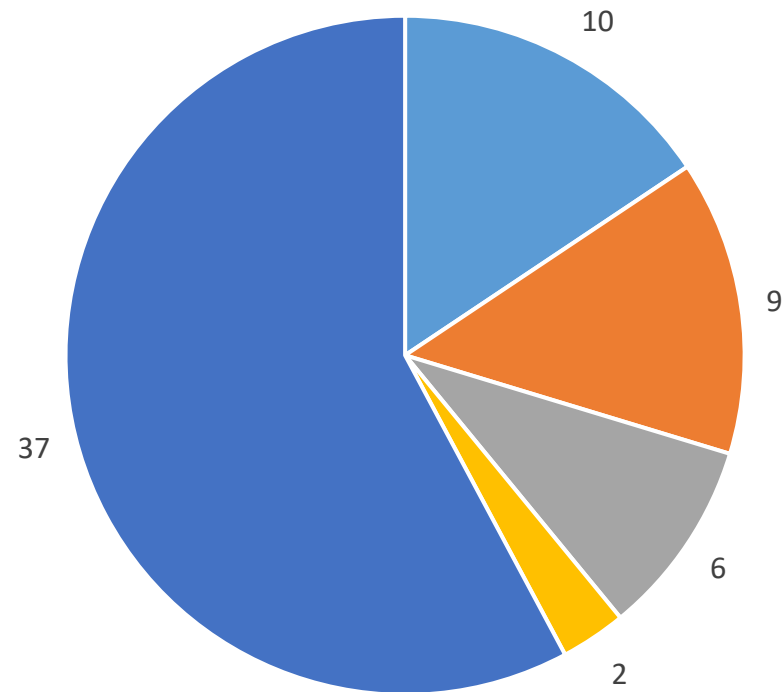
Academic Clinician and Clinician Educator: Penn Medicine/CHOP Data

Academic Clinician by Rank and Self-Reported Ancestry and Ethnicity



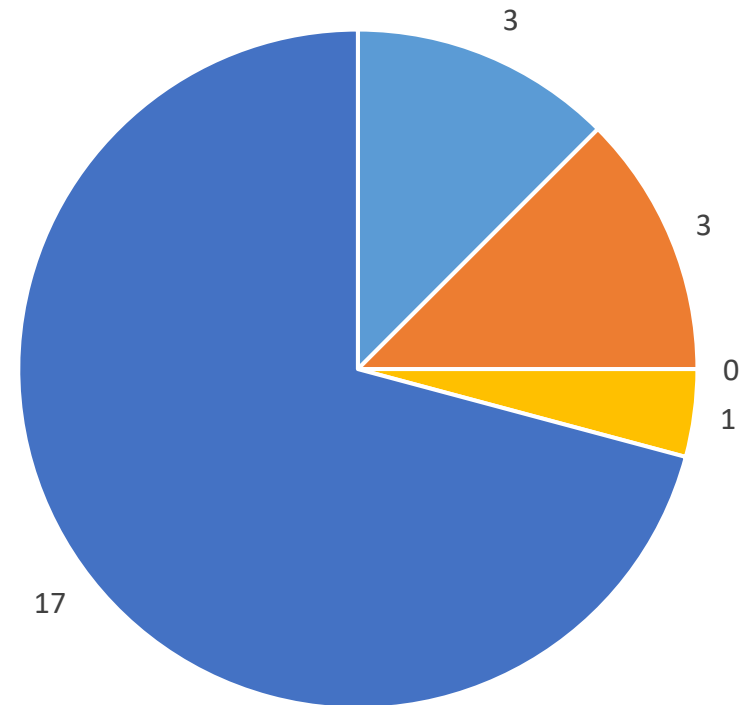
Academic Clinician Promotions AY21

AC Breakdown by Rank and Self-Reported Ancestry and Ethnicity



■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

Associate Professor

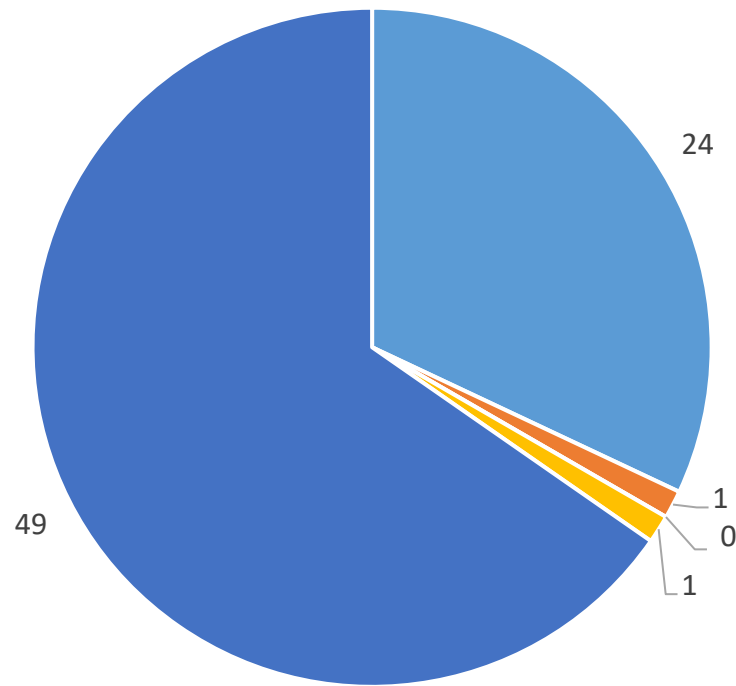


■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

Professor

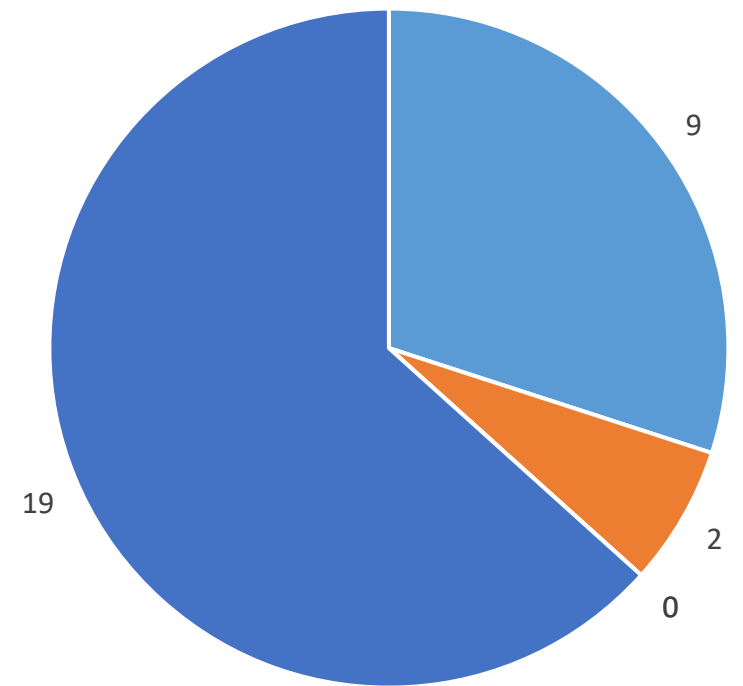
Academic Clinician Promotions AY22

AC Breakdown by Rank and Self-Reported Ancestry and Ethnicity



■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

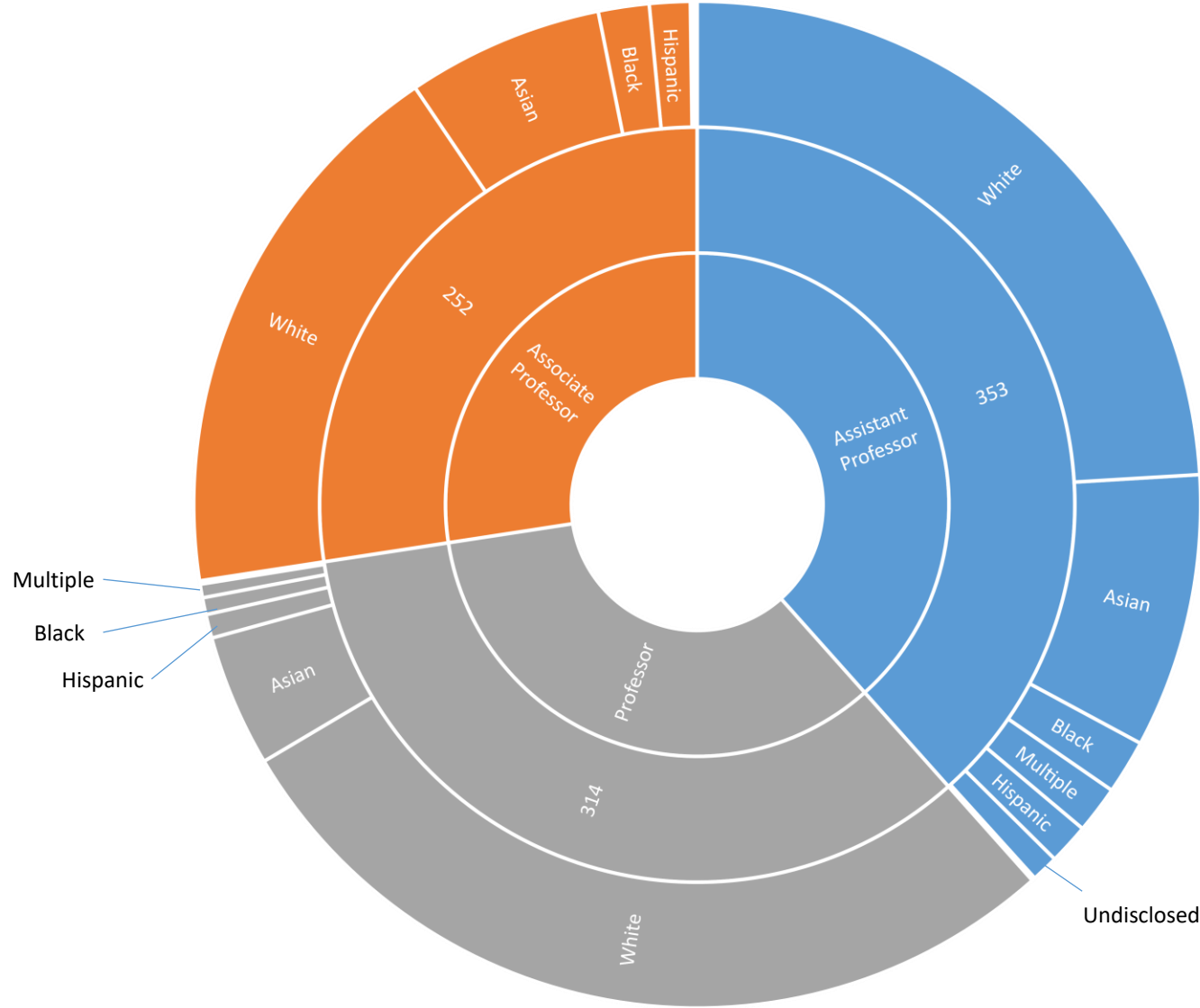
Associate Professor



■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

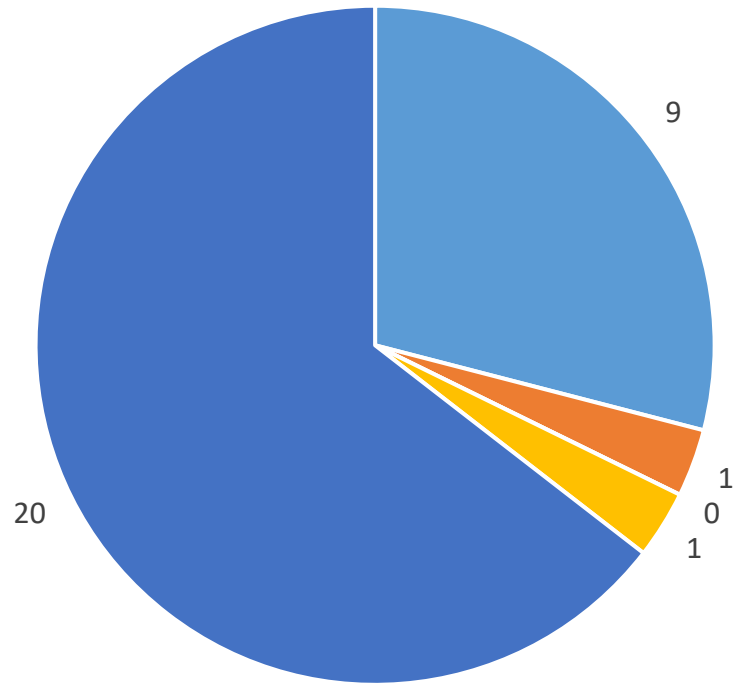
Professor

Clinician Educator by Rank and Self-Reported Ancestry and Ethnicity



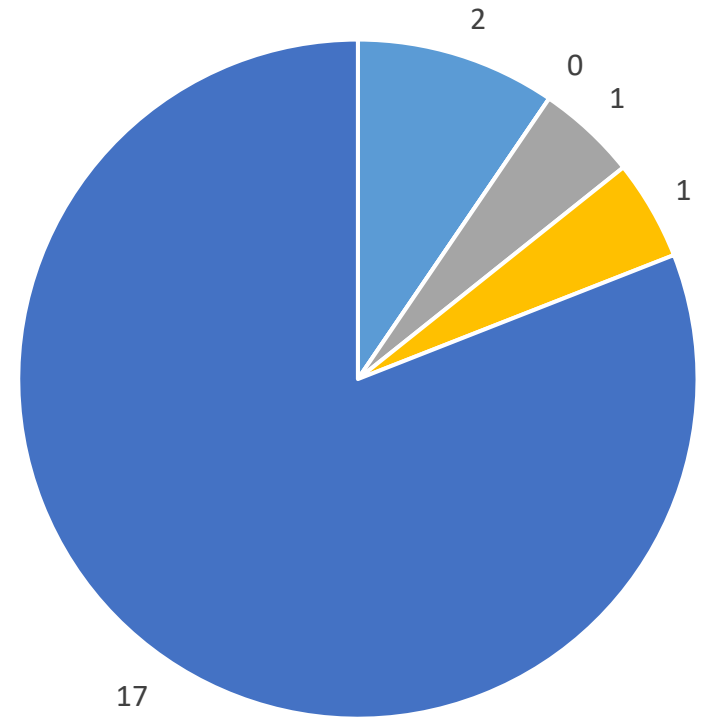
Clinician Educator Promotions AY21

CE Breakdown by Rank and Self-Reported Ancestry and Ethnicity



■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

Associate Professor

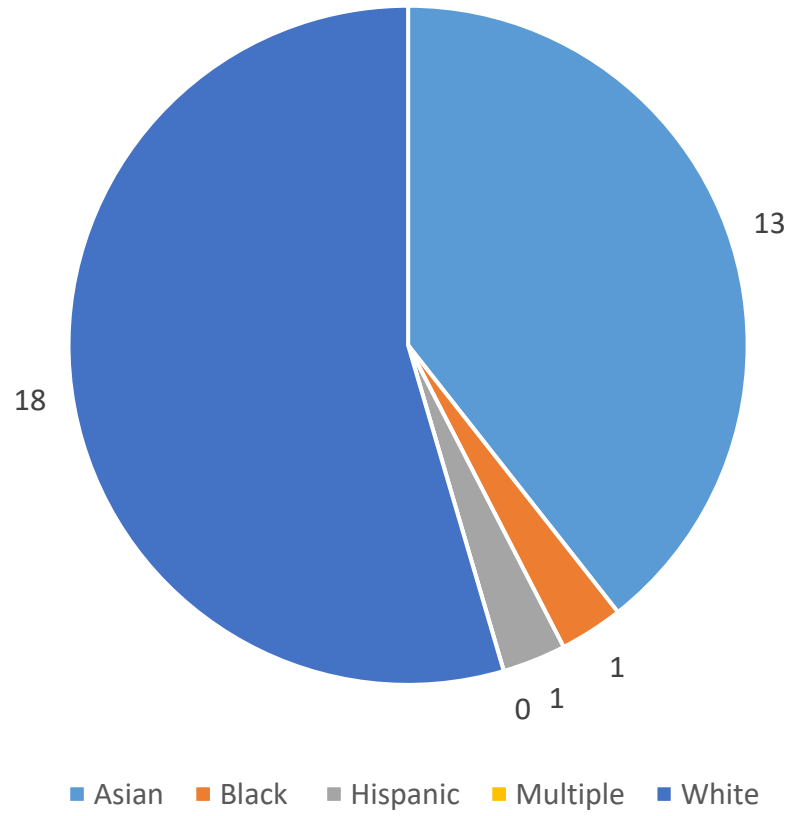


■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

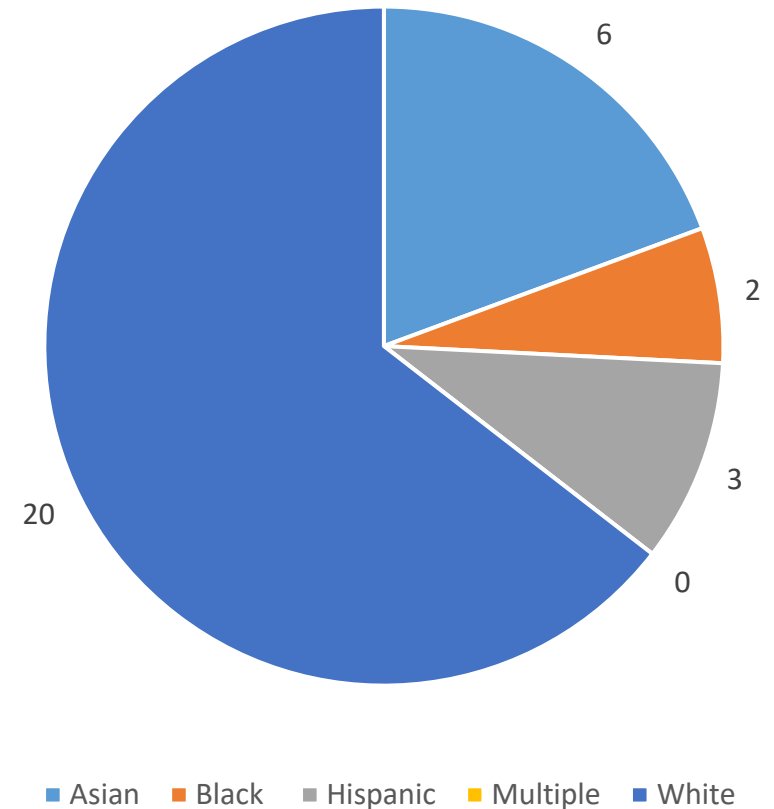
Professor

Clinician Educator Promotions AY22

CE Breakdown by Rank and Self-Reported Ancestry and Ethnicity



Associate Professor



Professor

A stethoscope is positioned diagonally across the frame, with its chest piece in the lower-left and its tubing looping towards the upper-right. The entire image has a monochromatic blue tint.

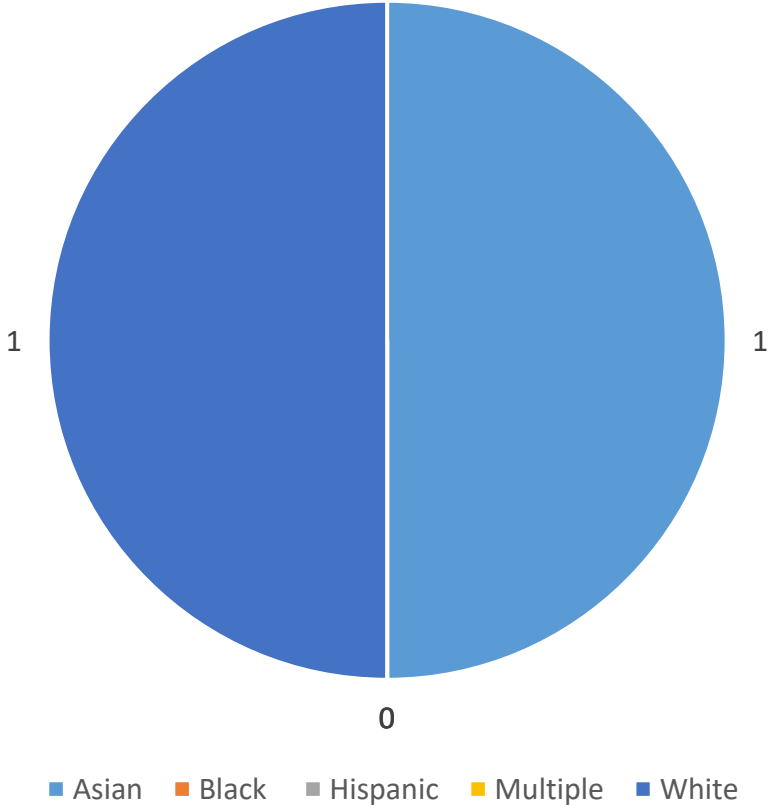
Research Track and Tenure Faculty Track: Penn Medicine/CHOP Data

Research Track by Rank and Self-Reported Ancestry and Ethnicity

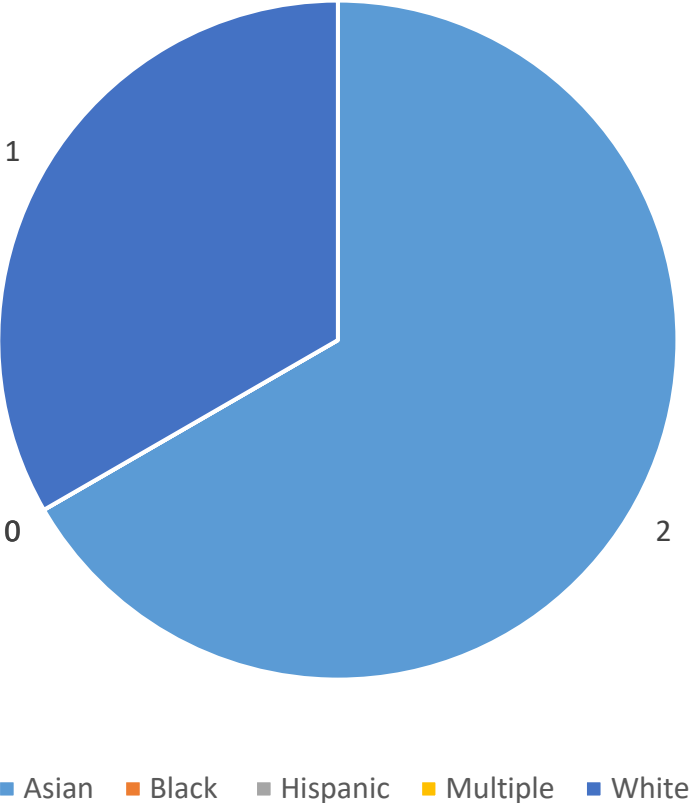


Research Track Promotions AY21

Research Breakdown by Rank and Self-Reported Ancestry and Ethnicity



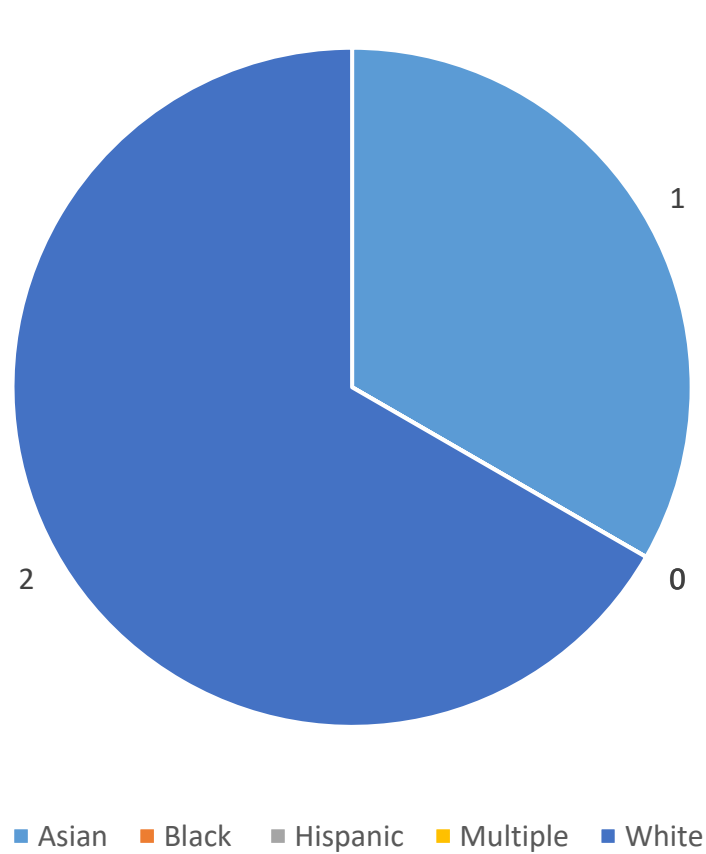
Associate Professor



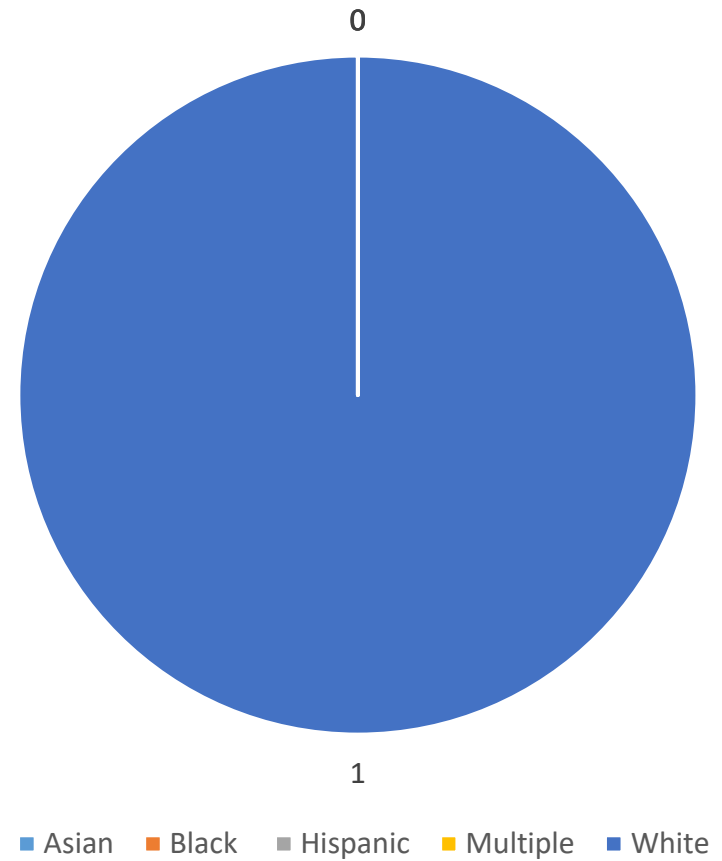
Professor

Research Promotions AY22

Research Breakdown by Rank and Self-Reported Ancestry and Ethnicity

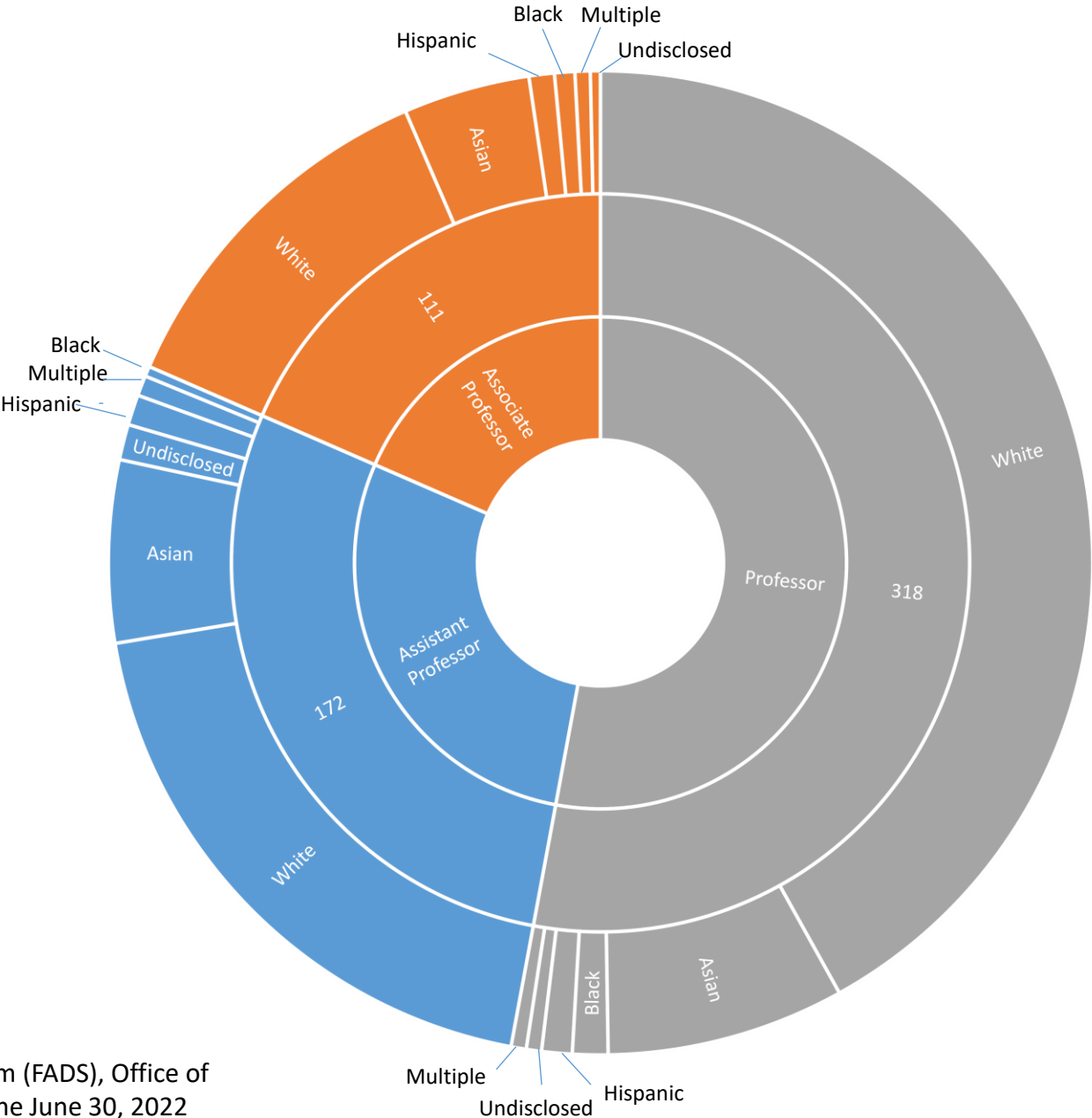


Associate Professor



Professor

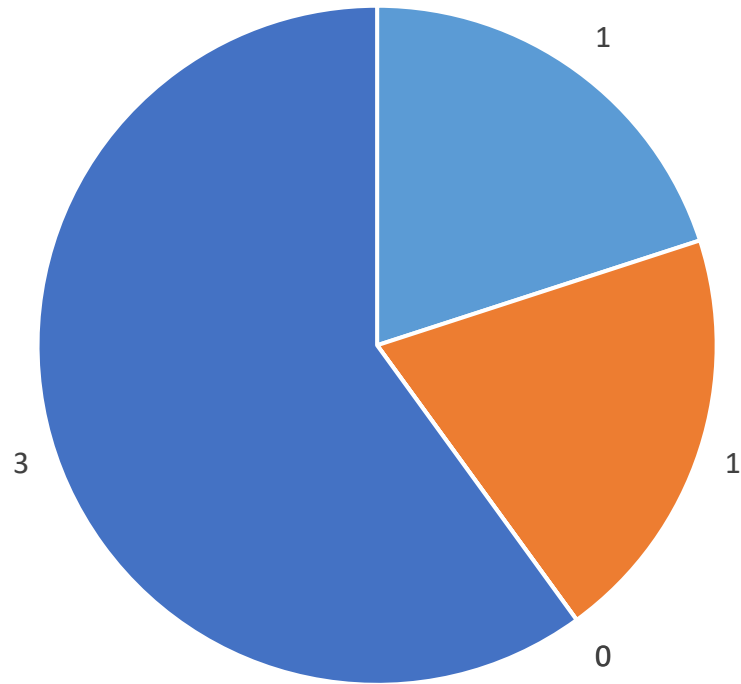
Tenure Track by Rank and Self-Reported Ancestry and Ethnicity



Source: Faculty Appointment Database System (FADS), Office of Academic Affairs, Perelman School of Medicine June 30, 2022

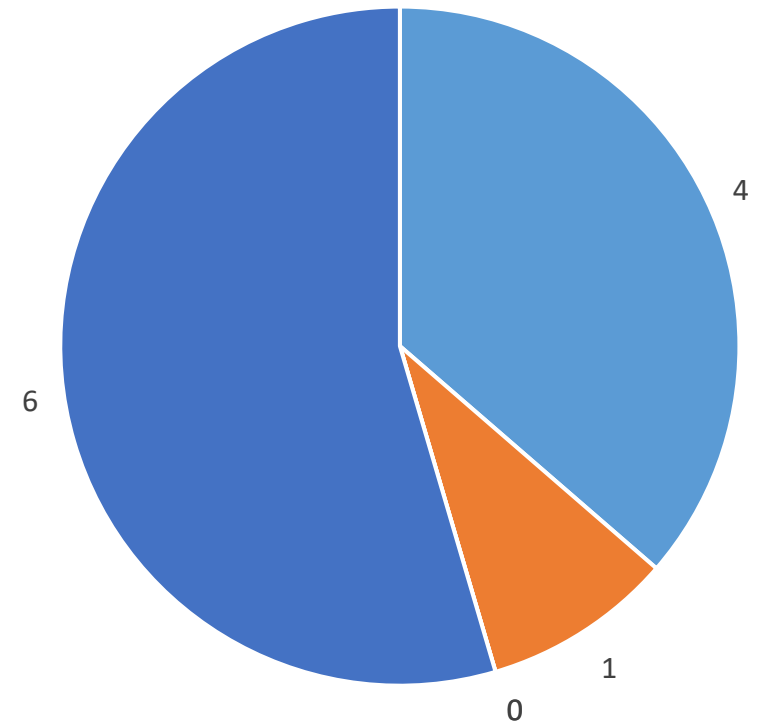
Tenure Track Promotions AY21

Tenure Track Breakdown by Rank and Self-Reported Ancestry and Ethnicity



■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

Associate Professor

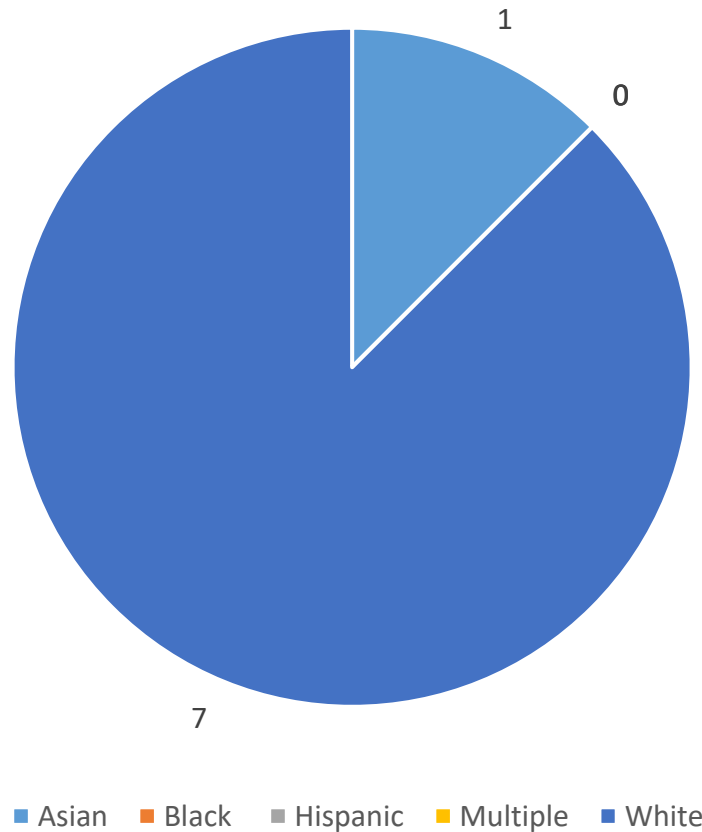


■ Asian ■ Black ■ Hispanic ■ Multiple ■ White

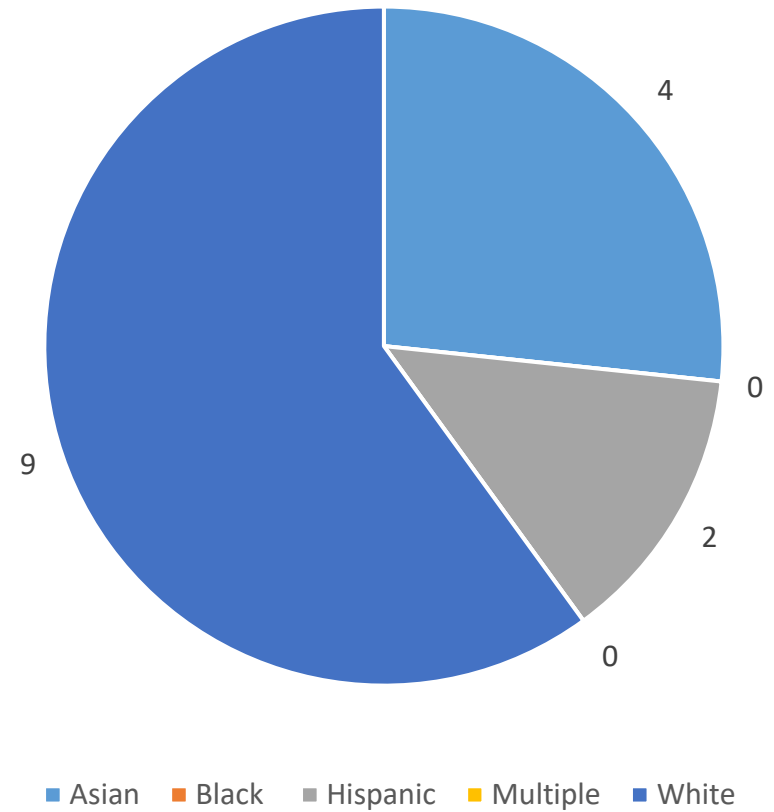
Professor

Tenure Track Promotions AY22

Tenure Track Breakdown by Rank and Self-Reported Ancestry and Ethnicity



Associate Professor



Professor

URiMaS Full-time Faculty by Department



Penn Medicine
Office of Inclusion, Diversity & Equity

Department	AC	CE	Research	Tenure	Total
Anesthesiology and CC	12	4	0	0	16
Dermatology	2	2	0	0	4
Emergency Medicine	4	1	0	2	7
Family Medicine and Community Health	3	3	0	0	6
Medicine	20	12	0	3	35
Neurology	4	4	2	5	15
Neurosurgery	0	2	1	0	3
Obstetrics and Gynecology	7	3	0	1	11
Ophthalmology	2	2	0	1	5

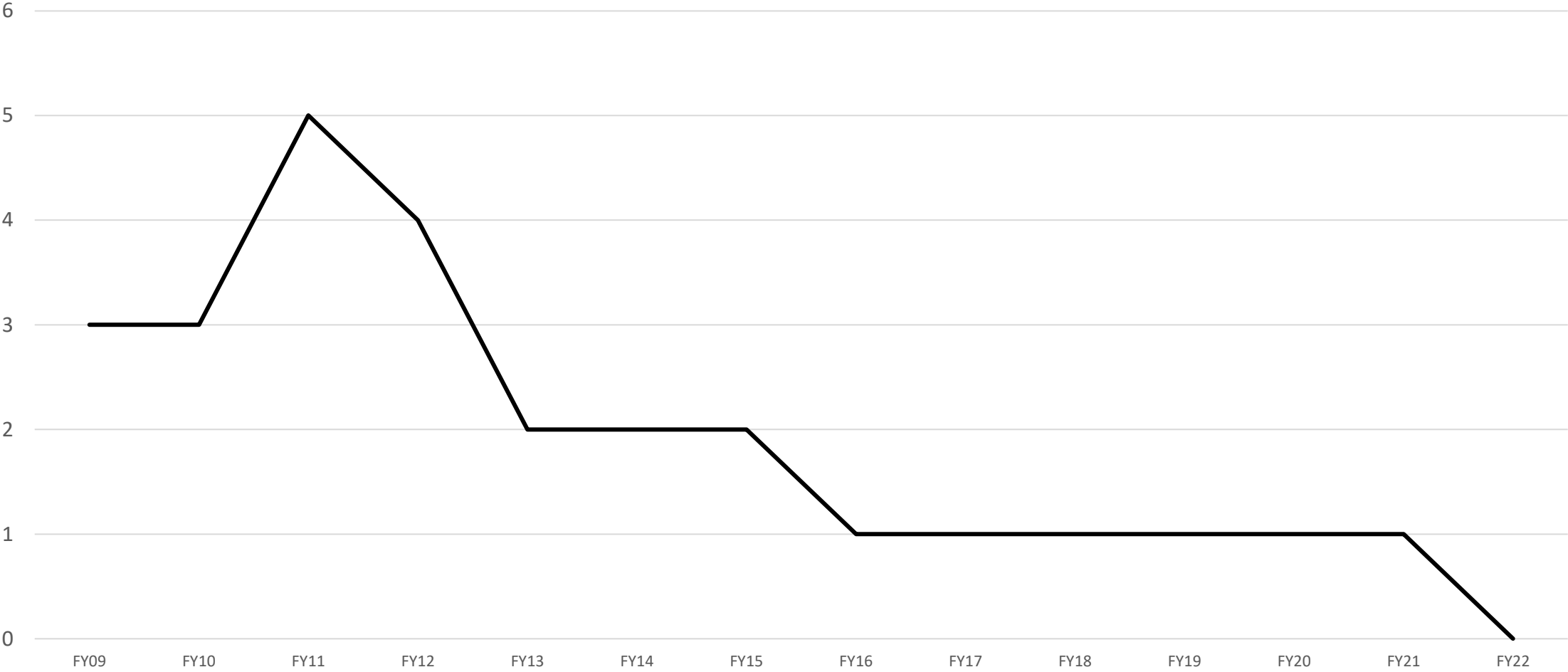
URiMaS Full-time Faculty by Department (cont.)



Penn Medicine
Office of Inclusion, Diversity & Equity

Department	AC	CE	Research	Tenure	Total
Orthopedic Surgery	1	6	0	0	7
Otorhinolaryngology	0	1	0	1	2
Pathology & Lab Medicine	8	1	3	1	13
Pediatrics	21	14	1	4	40
Physical Medicine & Rehabilitation	4	0	0	1	5
Psychiatry	10	7	0	3	20
Radiation Oncology	0	2	0	0	2
Radiology	6	9	0	0	15
Surgery	7	7	0	0	14

Clinical Departments with Zero URiMaS Representation





Faculty Data and Trends



Penn Medicine
Office of Inclusion, Diversity & Equity

- During the onboarding process, employees (including faculty) are prompted to enter ethnicity and race in Workday. They have the option to enter the data or select “I choose not to answer”. FADS ethnicity and race data populates from Workday. The ethnicity field in FADS will indicate ‘undisclosed’ for Faculty who have chosen to not answer. Currently there are 119 full-time faculty who are undisclosed in FADS.

- Faculty Promotion Trends** – Overall, total numbers of promotions for full-time faculty increased from AY 2021 to AY2022 for Women & URiMaS+. The total number of promotions for URiMaS decreased somewhat from AY 2021 to AY 2022.

- While there were more promotions overall on the AC Track, there were fewer URiMaS promotions in AY 2022 then there were in AY2021. Women and URiMaS+ saw increases.

- Research Track is about the same.

- CE track: Comparing AY2022 to AY 2021, the total number of promotions have increased for Women, URiMaS, & URiMaS+ in the Clinician Educator Track.

- Tenure track: There was a small increase in the total number of promotions in AY 2022; however, the number of promotions for Women, URiMaS, and URiMaS+ remained relatively static.

Membership in Learned Societies

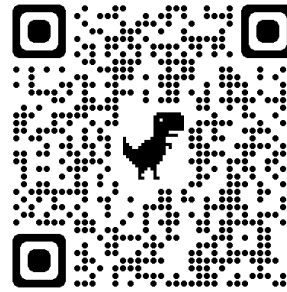
- Sandra Amaral MD MHS ASCI
- Katharine Bar MD ASCI
- Marisa Bartolomei PhD NAM
- **Edward Behrens MD ASCI**
- Jean Bennett MD PhD AAP NAM NAS AAA&S
- Shelley Berger PhD NAM NAS AAA&S
- Marjorie Bowman MD MPA NAM
- Anne Cappola MD ScM ASCI AAP
- Kyong-Mi Chang MD ASCI
- **Julio Chirinos MD PhD ASCI**
- Nancy Cooke MD ASCI AAP
- Regina Cunningham PhD RN NAM
- Beverly Davidson PhD NAM AAA&S
- Michelle Denburg MD MSCE ASCI
- Susan Domchek MD ASCI AAP NAM
- Deborah Driscoll MD NAM
- Marni Falk MD ASCI
- Carolyn Felix MD AAP
- Clara Franzini-Armstrong PhD NAS
- Susan Furth MD PhD AAP
- Karen Glanz PhD MPH NAM
- **Francisco Gonzalez-Scarano MD ASCI NAM**
- Raquel Gur MD PhD NAM
- Beatrice Hahn MD ASCI AAP NAM NAS AAA&S
- **Eve Higginbotham SM MD ML NAM AAA&S**
- Katherine High MD ASCI AAP NAM NAS AAA&S
- **Elizabeth Howell MD MPP NAM**
- Frances Jensen MD NAM
- **Kevin Johnson MD MS NAM**
- Katalin Karikó PhD NAM AAA&S
- Shiriki Kumanyika PhD MPH NAM
- Bonnie Ky MSCE ASCI AAP
- Terri Laufer MD ASCI
- **Risa Lavizzo-Mourey MD MBA NAM AAA&S APS**
- Virginia Lee PhD NAM AAA&S
- Caryn Lerman PhD NAM
- **Raina Merchant MD MSHP ASCI NAM**
- Nuala Meyer MD MSTR ASCI
- Guo-li Ming MD PhD NAM
- Yael Mosse MD ASCI
- Katherine Nathanson MD ASCI AAP
- Joan O'Brien MD NAM
- Audrey Odom John MD ASCI
- **Maria Oquendo MD PhD AAP NAM**
- Aimee Payne MD PhD ASCI
- Marylyn Ritchie PhD NAM
- Amita Sehgal PhD NAM NAS AAA&S
- M. Celeste Simon PhD NAM NAS AAA&
- Nancy Speck PhD NAS
- Virginia Stallings MD NAM
- Doris Stoffers MD PhD ASCI AAP
- Laura Su MD PhD ASCI
- Katalin Susztak MD PhD ASCI AAP
- Sarah Tishkoff PhD NAM NAS AAA&S
- Susan Weiss PhD NAS
- Rebecca Wells MD ASCI
- Rachel Werner MD PhD ASCI AAP NAM
- Flaura Koplin Winston MD NAM
- Lisa Young MD ASCI

ASCI = American Society for Clinical Investigation
AAP = Association of American Physicians
NAM = National Academy of Medicine (formerly IOM)
NAS = National Academy of Sciences
AAA&S = American Academy of Arts & Sciences
APS = American Philosophical Society

SPECIAL ARTICLE

Women Physicians and Promotion in Academic Medicine

Kimber P. Richter, Ph.D., M.P.H., Lauren Clark, M.S., Jo A. Wick, Ph.D., Erica Cruvinel, Ph.D., Dianne Durham, Ph.D., Pamela Shaw, M.D., Grace H. Shih, M.D., Christie A. Befort, Ph.D., and Robert D. Simari, M.D.



Merged data from the Association of American Medical Colleges on all medical school graduates from 1979 through 2013 with faculty data through 2018



The sample included 559,098 graduates from 134 U.S. medical schools



Over a 35-year period, women physicians in academic medical centers were less likely than men to be promoted to the rank of associate or full professor or to be appointed to department chair



No apparent narrowing in the gap over time.



Institutional Intentionality And Accountability

Mission

Eliminating structural injustice across Penn Medicine and the communities we serve

Vision

Penn Medicine is united as an anti-racist, equitable, diverse, and inclusive organization

Values

Respect, Cultural Humility, Empathy, Equity, Accountability



Clinical

- Quantified disparities and achieved health equity
- Equitable access to care
- Respectful environment



Research

- Equitable access to research funding
- Robust research on health equity
- Community as our engaged partner



Education

- Bias-free curricula
- Diverse student bodies
- Graduates prepared to advance equity
- Support and guidance for all students



Community

- Strong, sustainable relationships with community leaders
- Fair policing and security
- Partnerships with the community
- Enriched community in health and wealth



Culture

- Shared understanding of the vision
- Bias-free policies and practices

- Behavioral standards and policies

- Clear leadership and sufficient infrastructure and resources
- Culture of continuous learning



People

- Diversity at all levels
- Education, training and advancement

- Consistent expectations and fair recognition

- Staff and leader education

Overview of ACT Initiatives

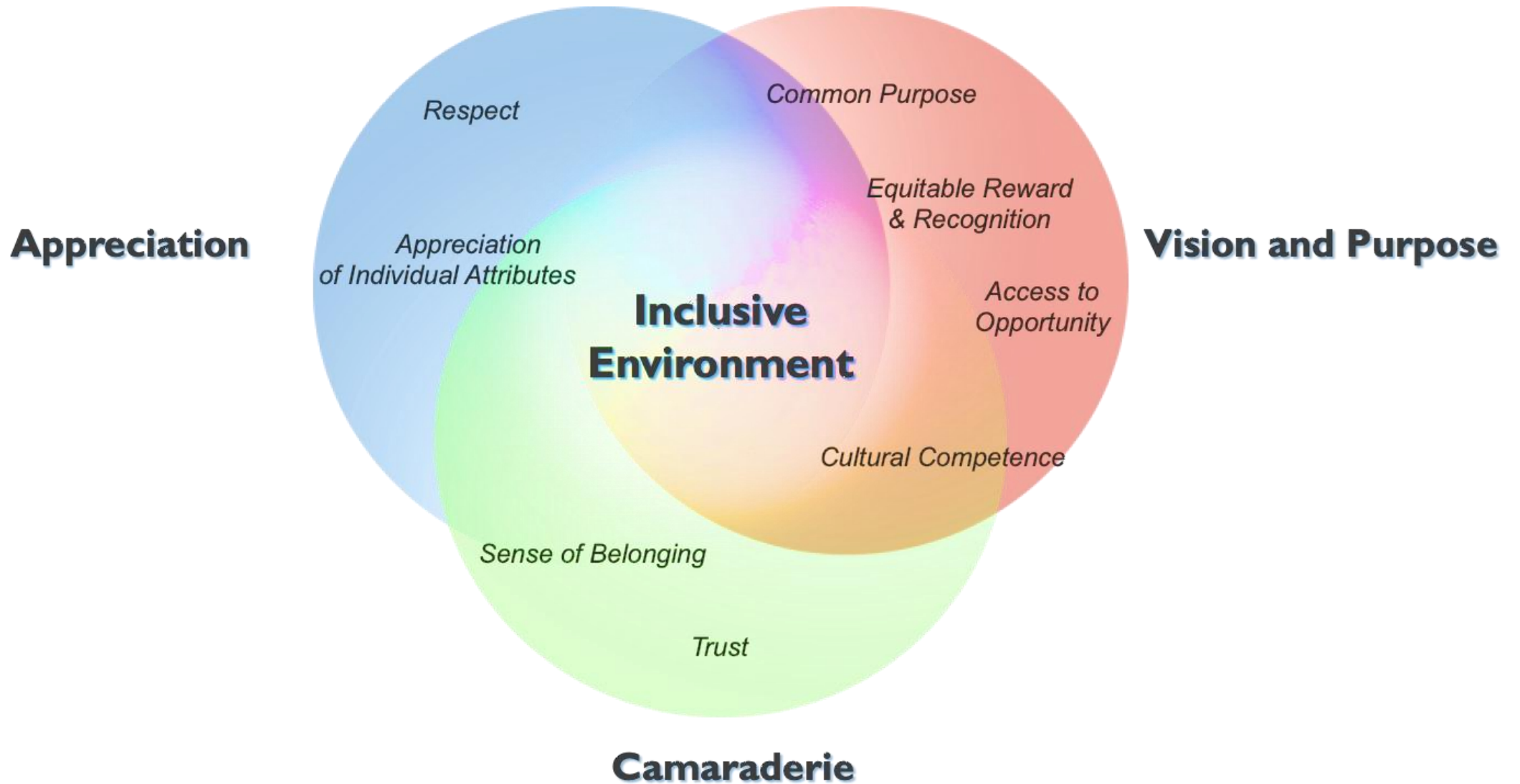
INITIATIVE	OVERVIEW	INITIATIVE	OVERVIEW
<i>Culture</i>		<i>Education</i>	
Communications	Enhance centralized communications	Student Advocacy	Launched IDEAL (Inclusion, Diversity, Equity and Learner) Research program
Affinity Groups	Create Penn Medicine Community Groups	<i>Clinical</i>	
Designing Forums	Revise training and new toolkits for facilitating conversations	Reporting Discriminatory Behavior	Reporting structures to mitigate discriminatory behavior—colleague to colleague, patient to provider, provider to patient
D&I Councils/ Vice Chairs	Inventory of councils and health system DEI summit	Health Equity Certificate	Launch certificate program
<i>People</i>		<i>Community</i>	
Hiring and Mobility	System dashboard with diversity data, standardize hiring process, create Diversity Career Resource Center	Community Infrastructure	Create center for community engagement
Employee Relations	System-wide reporting forum, Entity-level reporting huddles		
<i>Research</i>			
Cluster Hiring	Hiring faculty in clinical and basic science clusters with focus on health equity and DEI		

All 11 Initiatives have been endorsed by the ACT Steering Committee

CPUP Committee on Anti-Racism: Coordinated with Clinical Departmental Vice Chairs of Inclusion, Diversity, and Equity

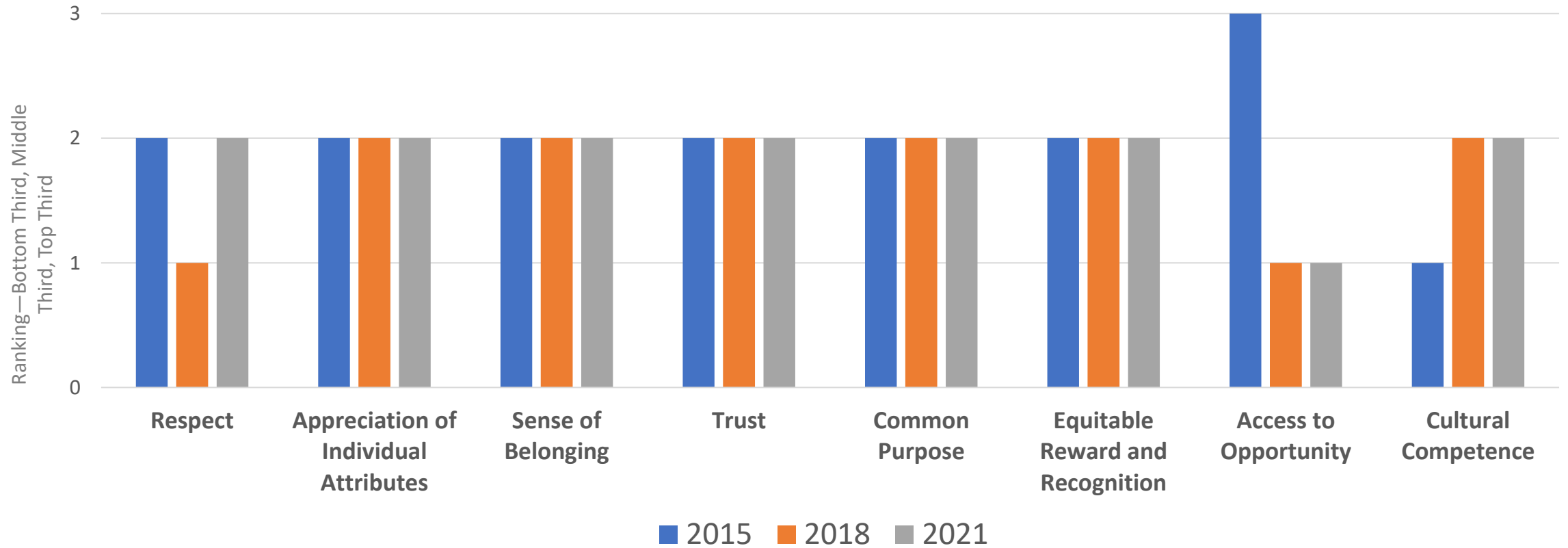
Pillar	Strategic Priority	Departments																							
		Anesthesiology and Critical Care	Dermatology	Emergency Medicine	Family Medicine	Medicine - Cardiovascular Medicine	Medicine - Endocrinology, Diabetes and Metabolism	Medicine - General Internal Medicine	Medicine - Hematology and Oncology	Medicine - Infectious Diseases	Neurology	Neurosurgery	ObGyn	Ophthalmology	Oral & Maxillofacial	Orthopaedic	Otorhinolaryngology	Pathology & Laboratory	Physical Medicine	Psychiatry	Radiation Oncology	Radiology	Surgery	Grand Total	
Clinical Care	Equitable Access to Care	2	5		2		3	5	5	2		1	3		1		2		1	3	2	1	1	39	16
	Quantifiable Disparities and achieved health equity	15		1	1	2	1	4	6	2			6	2			2	2	2	1	4	3		54	16
	Respectful Environment	2					2		1				1			1	2			1	2		1	13	9
Community	Enriched Community in Health and Wealth	2	5	1	3	6	5	5	3	1	3	1	2	3			1	2			4	3		50	17
	Fair Policing and Security			1					1															2	2
	Partnerships with the Community	5			1	2	4	2	2	1	1		5		1		1			3	5	1	2	36	15
	Strong, Sustainable relationships with Community Leaders	1				1	1		2															5	4
Culture	Behavioral Standards and Policies	3		1			1	1					1									1	8	6	
	Bias -Free Policies and Practices	1		2		1		4	2	1			2									1	14	8	
	Clear Leadership and Sufficient Infrastrucure and Resources	11	1	5	1	11	1		4		3	1				1	6	3	2	3	4	1	58	16	
	Culture on Continuous Learning	3	1	4	2	3	2	1	1		3	1	3	2	1	1	3	2		1	5			39	18
	Shared Understanding of the Vision		2							2							2						6	3	
Education	Bias-Free Curricula	3			1		4												1				9	4	
	Diverse Student Bodies	1					4				1			1	1					4			12	6	
	Graduates Prepared to Advance Equity	2			1		3	4		3		1								1	1	2	18	9	
	Support and guidance for all Students	10	4	9		1	6	1	6		4	2	5	3		1	4	5		2	3		66	16	
People	Consistent Expectation and Fair Recognition	1				4	1	1	1							5		1		1		1	16	9	
	Diversity at all levels	17	6	16	4	4	2	4			3	1	6	5	1	1	8	2	2	3	2	3	3	93	20
	Education, Training and Advancement	3				3	3	2	1		1	2			1		1		2		1	2		22	12
	Staff and Leader Education	1	2	1	1	7	1	1	2				3	2				7	2		3	1		34	14
Research	Community as our Engaged Partner	10	2		1						1	1											15	5	
	Equitable Access to Research Funding												5	2	2		3		1				13	5	
	Robust Research on Health Equity	1				1	12	8	4	5									2	2	13	4	3	55	11
Grand Total		94	28	41	18	46	56	43	41	15	20	11	44	19	8	10	28	29	15	19	53	23	16	677	22

Diversity Engagement Survey



People are
feeling
respected

Measuring Impact -- Diversity Engagement Survey Results: 2015, 2018, 2021



PSOM Diversity Engagement Survey Results

ENGAGEMENT CLUSTER AND INCLUSION FACTOR SCORE SUMMARY

	Range	UPenn 2021 Mean (SD)	Benchmark Mean (SD)	UPenn 2021 - Benchmark Mean Difference	UPenn 2021 RANKING
VISION/PURPOSE CLUSTER	(10-50)	38.59 (7.76)	38.73 (7.32)	-0.14	Middle Third
Common Purpose Factor	(2-10)	8.19 (1.53)	8.17 (1.47)	+0.02	Middle Third
Access to Opportunity Factor	(2-10)	7.74 (1.86)	7.94 (1.80)	-0.21	Bottom Third
Equitable Reward and Recognition Factor	(2-10)	7.20 (2.09)	7.23 (2.04)	-0.03	Middle Third
Cultural Competence Factor	(4-20)	15.61 (3.23)	15.51 (3.09)	+0.10	Middle Third
CAMARADERIE CLUSTER	(6-30)	23.27 (4.90)	23.31 (4.61)	-0.04	Middle Third
Trust Factor	(3-15)	11.51 (2.93)	11.53 (2.73)	-0.03	Middle Third
Sense of Belonging Factor	(3-15)	11.76 (2.40)	11.78 (2.35)	-0.01	Middle Third
APPRECIATION CLUSTER	(6-30)	23.70 (4.93)	23.74 (4.61)	-0.05	Middle Third
Appreciation of Individual Attributes Factor	(3-15)	11.68 (2.65)	11.71 (2.52)	-0.04	Middle Third
Respect Factor	(3-15)	12.02 (2.51)	12.03 (2.34)	-0.01	Middle Third

Data Collected Fall of 2021, Total Respondents 10.468

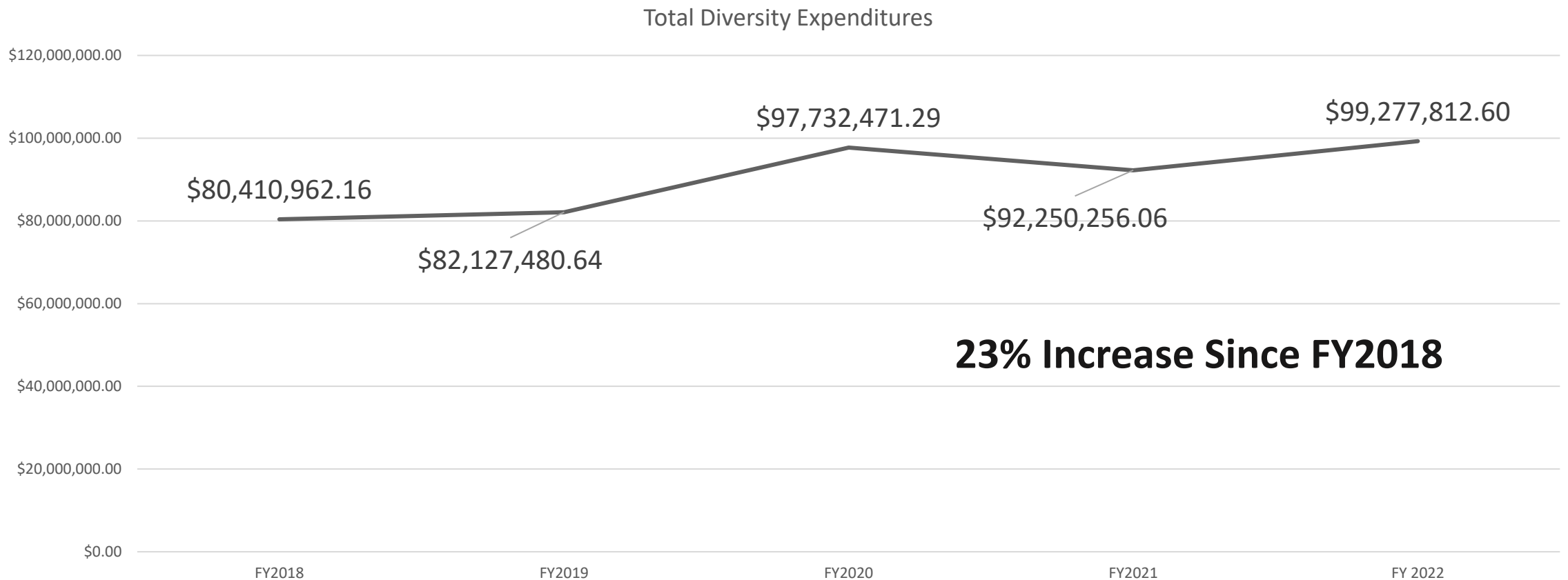
Anonymized Clinical Departments DES Results

	Respondents	DES Common Purpose	DES Access to Opportunity	DES Equitable Reward and Recognition	DES Cultural Competence	DES Trust	DES Sense of Belonging	DES Appreciation of Individual Attributes	DES Respect
		Top	Middle	Middle	Top	Top	Middle	Middle	Top
		Middle	Middle	Middle	Top	Middle	Middle	Middle	Middle
		Middle	Middle	Middle	Top	Middle	Middle	Middle	Middle
		Middle	Middle	Middle	Top	Middle	Middle	Middle	Middle
		Middle	Middle	Middle	Middle	Middle	Middle	Middle	Middle
		Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Middle
		Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Middle
		Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Middle
		Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Middle
		Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Middle
		Middle	Bottom	Bottom	Middle	Middle	Middle	Middle	Middle
		Middle	Middle	Bottom	Middle	Bottom	Middle	Middle	Middle
		Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Bottom
		Middle	Bottom	Bottom	Middle	Middle	Middle	Middle	Middle
		Middle	Bottom	Bottom	Middle	Middle	Middle	Middle	Bottom
		Middle	Bottom	Bottom	Bottom	Bottom	Middle	Middle	Bottom
		Bottom	Bottom	Bottom	Middle	Bottom	Middle	Middle	Bottom
		Bottom	Bottom	Bottom	Bottom	Bottom	Middle	Middle	Bottom
PSOM	10468	Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Middle

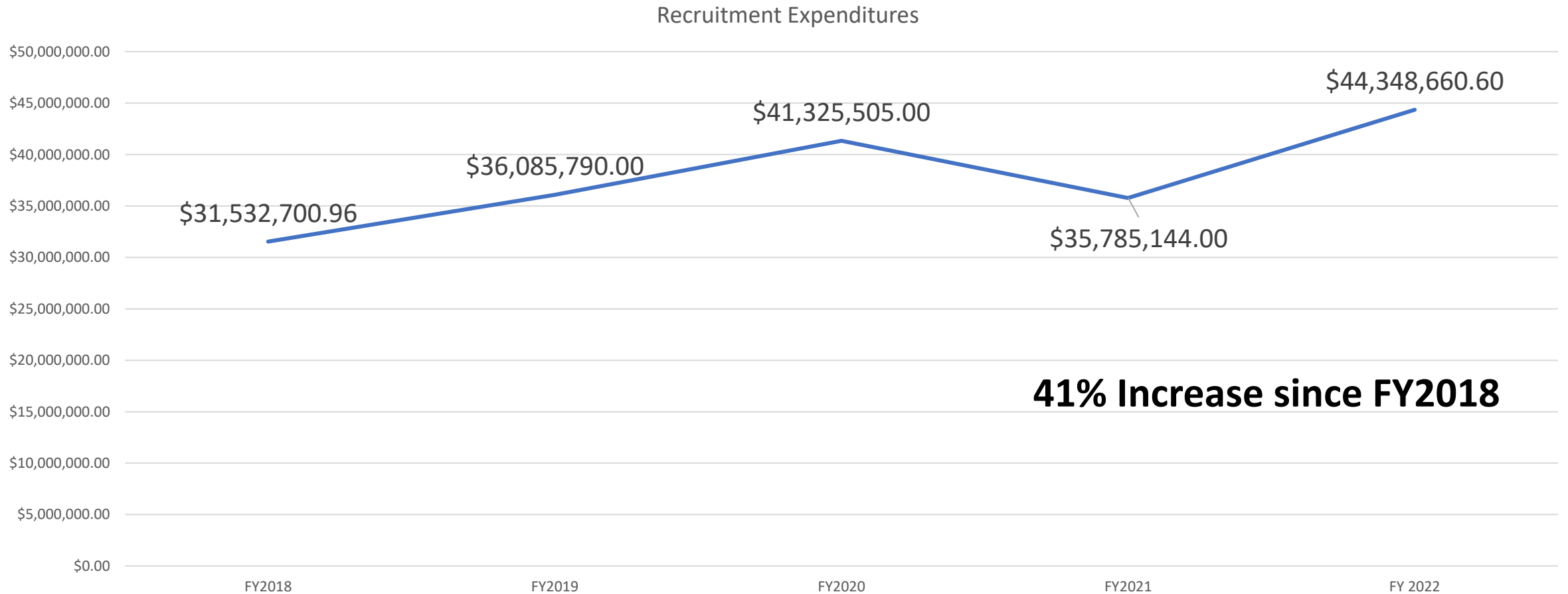
Anonymized Basic Science Departments DES Results

	Respondents	DES Common Purpose	DES Access to Opportunity	DES Equitable Reward and Recognition	DES Cultural Competence	DES Trust	DES Sense of Belonging	DES Appreciation of Individual Attributes	DES Respect
		Middle	Bottom	Middle	Bottom	Middle	Middle	Middle	Middle
		Middle	Bottom	Bottom	Bottom	Bottom	Middle	Bottom	Bottom
		Middle	Middle	Middle	Middle	Middle	Middle	Middle	Middle
		Bottom	Bottom	Bottom	Bottom	Bottom	Middle	Bottom	Bottom
		Bottom	Bottom	Bottom	Middle	Bottom	Bottom	Bottom	Bottom
		Middle	Middle	Middle	Top	Middle	Middle	Middle	Middle
PSOM	10468	Middle	Bottom	Middle	Middle	Middle	Middle	Middle	Middle


Changes in Total Expenditures, FY18-FY22



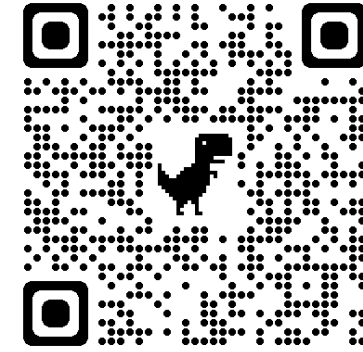
Changes in Recruitment Expenditures, FY18-FY22



Asserting Accountability to Address Diversity: Report Card as a System of Measurement

Corrinne Fahl , Dominique Alexis, Eve J. Higginbotham , Chang Xu, and Jaya Aysola

Published Online: 20 Feb 2023 | <https://doi.org/10.1089/heq.2021.0169>



Report Card to Track IDE Efforts

- Diversity expenditures
- Benchmark demographic and departmental data
- Applications to support faculty salaries, participation in clerkship programs focused on attracting diverse candidates
- Requests for candidate lists
- Departmental/unit culture
- Annual reviews of faculty



Presentation Overview

Overview of OIDE

Faculty Overview

Focus on Retention – National and Longitudinal Context

Academic Clinician and Clinician Educator Tracks: Penn Medicine and CHOP Data

Research and Tenured Faculty Tracks: Penn Medicine and CHOP Data

Strengthening Institutional Intentionality and Accountability

Summary

Summary

Overview of OIDE

- “It takes a village to do this work”
- Effective strategy, infrastructure, resources, and accountability are critically important
- Perseverance is needed to sustain the effort

Faculty Overview

- Steady growth in the number of women and URiMaS+, locally and nationally
- Lack of progress for women faculty in 35 years provides important insight into the barriers that exist despite increased numbers

Focus on Retention – National and Longitudinal Context

- Most vulnerable populations are postdocs and junior faculty
- Greater attrition for FOC compared to others requires institutional intentionality



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Ms. Corrie Fahl – Data Analytics and Slide Preparation

Ms. Arberetta Bowles and Ms. Kim Haebel – Data, Workday Insight, and Analytics

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“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” Martin Luther King Jr.

