



ACC.19™

68th Annual Scientific Session & Expo

WHAT CV TRAINING PROGRAM DIRECTORS CAN DO TO FOSTER AN ENVIRONMENT OF INCLUSIVITY

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**NEW
ORLEANS**
MARCH 16 - 18
2019

Program Directors Play a Key Role!

- **Know the relevant research**
- **Know your own biases**
- **Specific steps to take during**
 - Recruitment
 - CV Fellowship
 - Fellow to faculty/job transition



Recruitment

- **Selection Committee**
- **Applicant Selection/Screening**
- **Interview Day**
- **Post Interview Day Communication**



Selection Committee

- **Be inclusive with respect to the diversity of faculty and fellows on your selection committee**
- Commit to specific selection credentials before reviewing applications

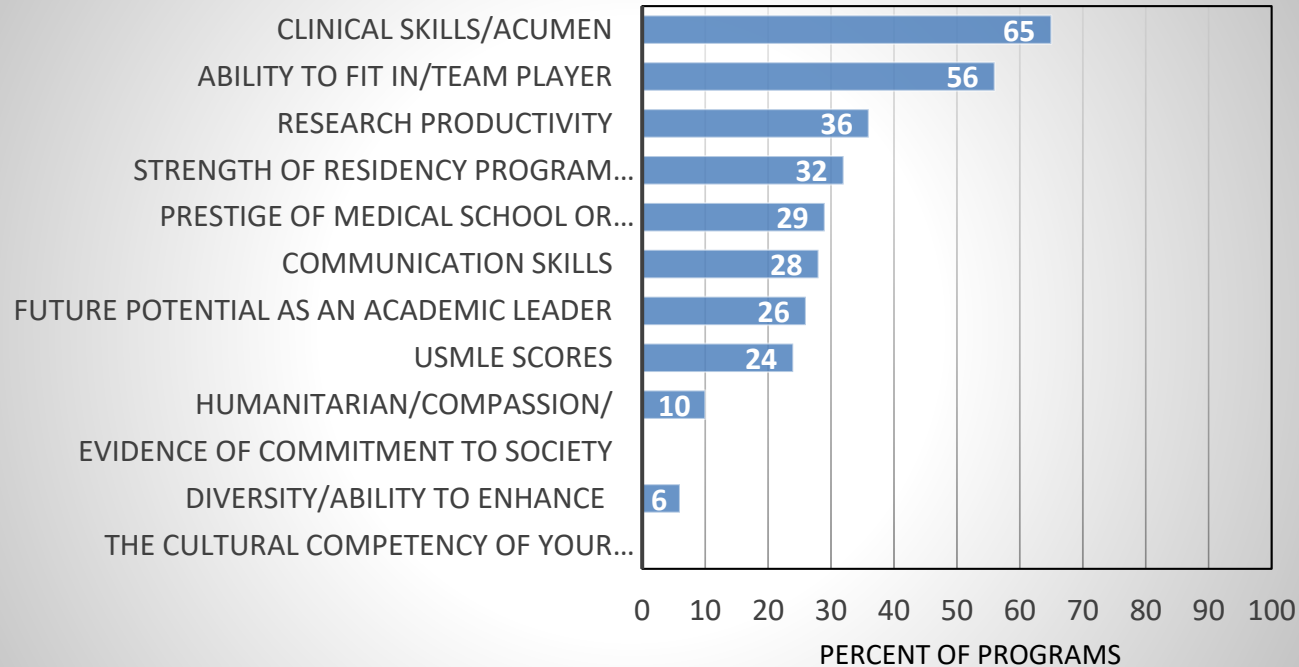


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The top criteria considered by cardiology fellowship selection committees when creating a “match list” (n=110)



Applicant Selection

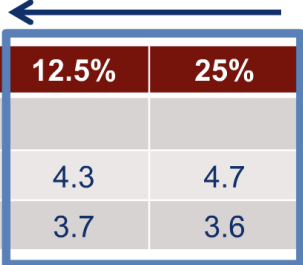
- Decreased bias when women make up $> 25\%$ of applicant pool
- Be aware of the common gender and name biases in LOR
- Blinded review



Proportion in the Candidate Pool

STUDY: Experimental study of 100 men and women evaluating a woman applicant for a managerial position when the proportion of the women in the applicant pool varied (Heilman, 1980)

FINDINGS: The proportion of women in candidate pool influences how female candidates are rated and whether they are recommended for hire



Proportion Women in Pool	12.5%	25%	37.5%	50%	100%
<i>Evaluator Ratings*</i>					
Qualified	4.3	4.7	6.8	7.1	6.5
Recommended for Hire	3.7	3.6	6.2	6.1	5.7

*Average ratings for the female applicant in the study; scale of 1-9, 9 being the most favorable

Recommendation Letters

Components/ Language in letter	Males (N=222)	Females (N=89)
Standout adjectives ¹	2.0/letter	1.5/letter
Grindstone adjectives ²	23%	34%
Doubt Raisers ³	12%	24%
Reference to personal life	1%	6%
Multiple mentions of research	62%	35%
Accomplishments/ Achievements	13%	3%
Reference to publications	13%	3%
“Successful”	7%	3%

¹ excellent, superb, outstanding, unique

² hardworking, conscientious, dependable, thorough, dedicated, careful, meticulous

³ e.g., negative language, hedges, unexplained comments, faint praise, and irrelevancies

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Recruitment-Interview Day

- **Highlight that your institution values diversity/inclusivity**
- Describe institutional opportunities to enhance professional development, education and clinical skills
- Schedule interviews with potential mentors
- Hold an informal end of day reception



Our People Make Our Program





A. Eugene Washington MD
Chancellor for Health
Affairs, Duke University,
President and CEO, DUHS



Mary E. Klotman MD
Dean, Duke University
School of Medicine



Kathleen A. Cooney MD
Chair, Duke University
Department of Medicine



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ENHANCING DIVERSITY

Duke Dept of Medicine

Resource Guide
2017-2018

medicine.duke.edu



The Department's diversity leadership team is lead by Laura Svetkey, MD and includes (from top left) Svetkey, Kimberley Evans, MD; Lisa Criscione-Schreiber, MD; (bottom from left) Kevin Thomas, MD; Leonor Corsino, MD; and Camille Frazier-Mills, MD

- **Professional Development**

- Faculty Development Academy
- Minority Retention & Recruitment Committee
- PWIM/PWIC
- AAMC career development seminars
- School of Medicine Office of Diversity and Inclusion

- **Research**

- MENTORS program
- CTSA-sponsored Career Development Award (KL-2)- 3-year mentored career development award to junior faculty
- All NIH research grants are eligible for supplemental funds to support mentored research of individuals from underrepresented groups.

- **Education**

- CTSA sponsors a health disparities curriculum, currently open to KL2 scholars and other early-stage faculty
- School of Medicine Multicultural Resource Center coordinates program
- Visiting Clinical Scholar Program



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Recruitment-Post Interview Day Communication

- Hold second look interview days/weekends
- Offer follow up interviews with potential mentors/collaborators
- Offer to have fellows from their home institution be available for questions
- Be receptive to answering follow up questions
- Show interest/love if genuine



During Fellowship

- **Establish a culture of inclusivity**

- Treat all fellows respectfully
- Zero tolerance policy
- Be inclusive in your weekly highlights

- **Enhancing Diversity & Inclusivity**

- Journal Clubs
- Have faculty and fellows take the IAT
- Visiting professors



Fellow to Faculty/Job Transition

- **LOR etiquette**
 - Minimize gender differences with respect to length, focus, and professional titles
- **Parent Trap**
 - Be aware of the data on the Motherhood penalty/ Fatherhood advantage with respect to hiring, promotions, etc



Thank You



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