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

Anna Lisa Crowley, MD, FACC
Duke University Medical Center
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
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
The top criteria considered by cardiology fellowship selection committees when creating a “match list” (n=110)

- Clinical Skills/Acumen: 65%
- Ability to Fit In/Team Player: 56%
- Research Productivity: 36%
- Strength of Residency Program: 32%
- Prestige of Medical School or Program: 29%
- Communication Skills: 28%
- Future Potential as an Academic Leader: 26%
- USMLE Scores: 24%
- Humanitarian/Compassion: 10%
- Evidence of Commitment to Society: 6%
- Diversity/Ability to Enhance the Cultural Competency of Your Program: 6%
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

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

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

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

\(^1\) excellent, superb, outstanding, unique  
\(^2\) hardworking, conscientious, dependable, thorough, dedicated, careful, meticulous  
\(^3\) e.g., negative language, hedges, unexplained comments, faint praise, and irrelevancies
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
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
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
• **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
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
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