



Tomorrow's Doctors, Tomorrow's Cures

Creating an Effective, Culturally Diverse Work Environment

Learn

Serve

Lead

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June 8, 2009



Association of
American Medical Colleges

Goals For Today

- Define diversity and organizational culture
- Highlight the benefits of diversity
- Identify barriers and challenges to organizational change
- Commitment to success

Defining Diversity

Cultivating the seeds of diversity means recognizing the value of expanding our recognition of traditional and emerging identities from solely a focus on race/ethnicity and gender to considerations of:

Ability

Socio-economic student status

Rural/Urban

Sexual orientation

Nationality

First-generation student status

Religion

Language

Culture

Working Styles

Age

Other

Figure 15: Number of U.S. Medical School Graduates by Race and Ethnicity, 1995-2007

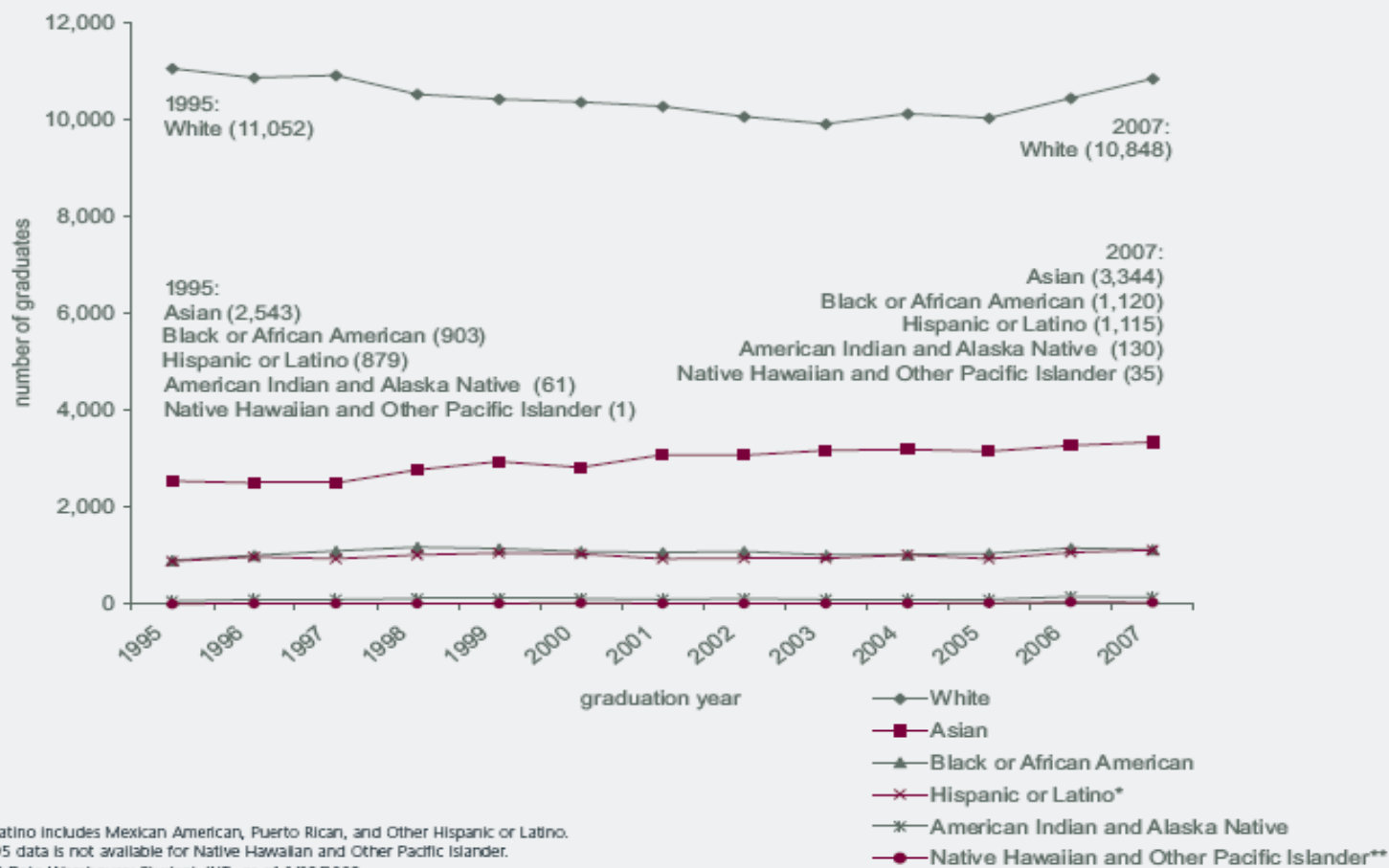
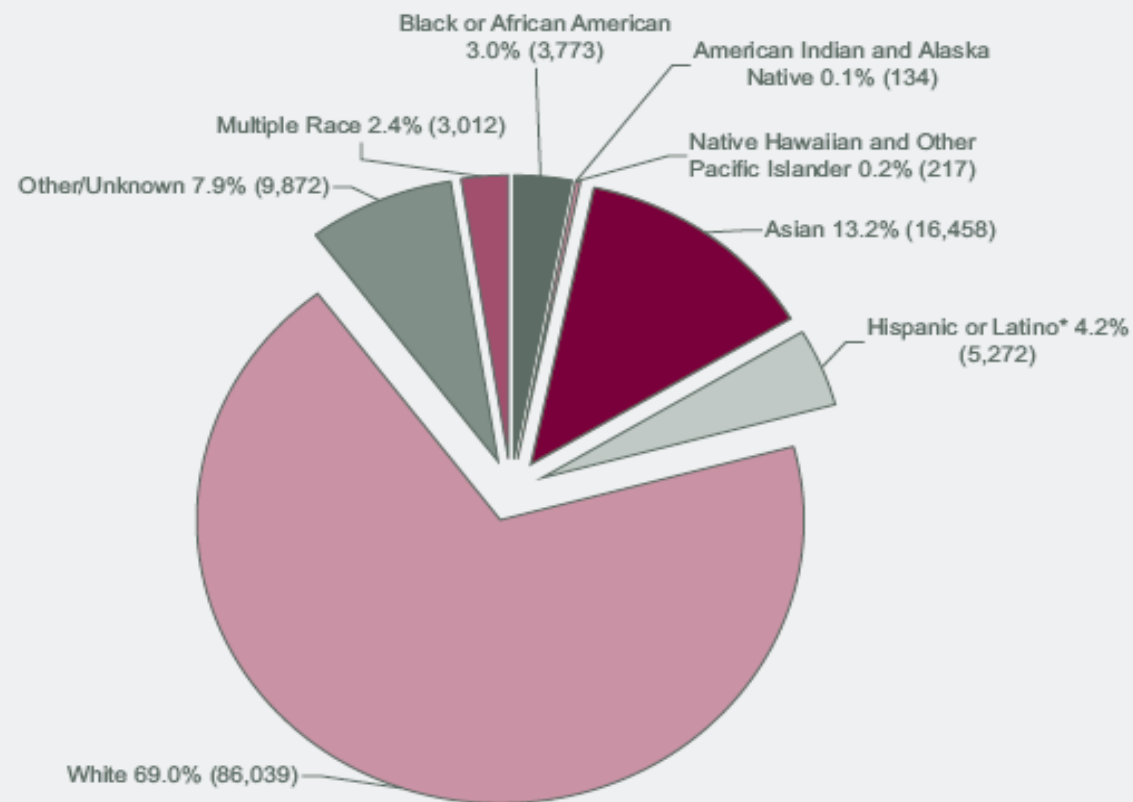
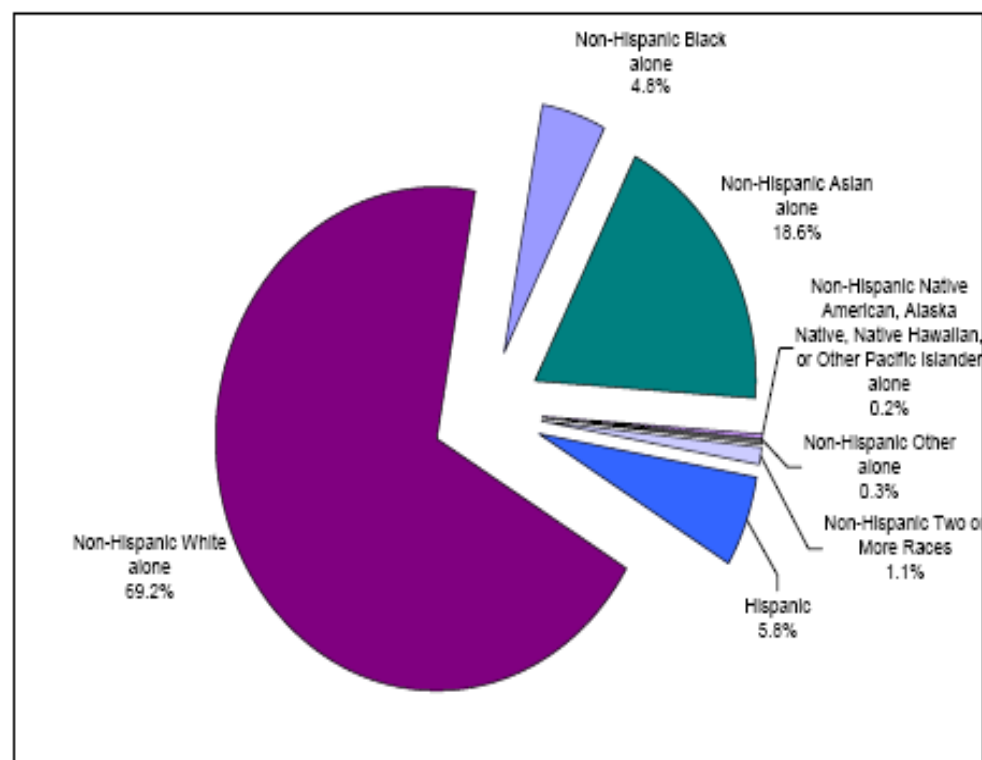


Figure 18: Percentage and Number of U.S. Medical School Faculty by Race and Ethnicity, 2007



Note: The race and ethnicity categories in this figure reflect how the data has been collected since 2002. Individuals have the option of reporting both their race and ethnicity alone or in combination with some other race or ethnicity. In this figure numbers are reported for race alone; those that reported more than one race and ethnicity are included under Multiple Race.
*Includes Mexican American, Puerto Rican, Cuban, Other Hispanic or Latino, and Multiple Hispanic.
Source: AAMC Faculty Roster, as of 3/3/2008.

Figure 26. US Physicians* by Race and Ethnicity, 2006



Source: 2006 American Community Survey Public Use Microdata Sample.

Note: *Includes DOs and IMGs.

⁶⁷ Association of American Medical Colleges. 2006. *Diversity in the Physician Workforce: Facts & Figures 2006*. Association of American Medical Colleges: Washington, DC.

Importance of Diversity

Shapes education for all students

Increases access to high-quality health care services

Broadens the medical research agenda

Advances cultural competence

Ensures equal opportunity for all interested in a medical career

Positive Returns

**Diversity improves
the quality of
medical education
for all students.**

Positive Returns

**Diversity helps
increase access
to medical care.**

Positive Returns

Diversity in the medical research workforce leads to an acceleration of advances in medical and public health research.

Positive Returns

**Diversity in the
health care industry
makes good
business sense.**

Positive Returns

Leadership studies in the corporate sector show that companies with diverse management teams outperform homogeneous ones.

Educational Benefits of a Diverse Faculty

“A diverse faculty could affect teaching and learning in a positive fashion...could reach all types of learners and provide respect for needs of diverse learners and respect for diverse scholarship, promote student creativity in scholarship, improve accessibility, provide flexibility such as responding to ‘teachable moments,’ and improve strategies of teaching.”

Benefits of a Diverse Faculty

- Faculty diversity and leadership is necessary to realize the full benefits of diversity (Milem, 2001)
- Increasing *structural diversity* is an important first step but when considered without other efforts can adversely affect the experience of students (Hurtado et al., 1998, 1999; Chang, 1999)

Barriers to Increasing a Diverse Faculty

The “pool problem”

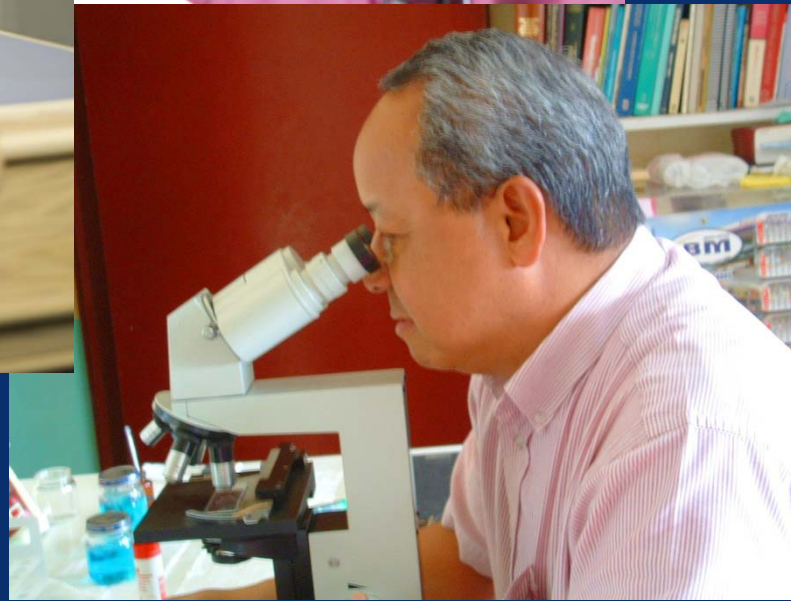
The nature of faculty searches

How job descriptions are written

The “cultural tax” (Knowles & Harleston, 1997)

Structural barriers (poor retention efforts and lack of mentorship) (Price et al., 2005)

Lack of commitment from leadership (Knowles & Harleston; Price et al., 2005)



Dr. Edgar Schein's definition of Culture

“A pattern of shared basic assumptions that the group learned as it solved it's problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new member as the correct way to perceive, and feel in relation to those problems.”



Learn, Serve, Lead

The Mission, Vision, and Strategic Priorities of the AAMC



Mission

The AAMC serves and leads the academic medicine community to improve the health of all.

Vision

The vision of the AAMC is a healthy nation and

- America's system of health care is continually renewed by the physicians and scientists who serve the evolving health needs of the nation
- The nation's medical students, biomedical graduate students, residents, fellows, faculty, and the health care workforce are diverse and culturally competent
- Advances in medical knowledge, therapies, and technologies prevent disease, alleviate suffering, and improve quality of life
- The nation's health system meets the needs of all
- Concern for compassion, quality, safety, efficacy, accountability, affordability, professionalism, and

Strategic Priorities

Serve as the voice and advocate for academic medicine on medical education, research, and health care

Lead efforts to increase diversity in medicine

Strengthen the national commitment to discovery that promotes health and enhances the treatment of disease and disability

Lead efforts to increase diversity in medicine

Be a valued and reliable resource for data, information, and services

Help our members identify, implement, and sustain organizational performance improvement

Provide outstanding leadership and professional

Help our members identify, implement, and sustain organizational performance improvement



How Do We Begin?

**Top
Down**

**Bottom
Up**



Crisis (Demands us to
explore solutions)

The Old Academic Culture Versus The New Academic Culture

Old Academic Culture

- Autonomy
- Independence
- Individuality
- Narrow, focused professional pathways
- Predictable career trajectory

New Academic Culture

- Mutual goal-setting and shared accountability
- Interdependence across individuals and systems
- Group process and consensus
- Professional diversity and adaptation
- Creative pathways that balance service and scholarship

How Do We Access the Current Picture?

- Climate survey
- Focus Groups
- Promotion and Tenure Policies
- Salary Equity
- Talent Management
- Exit Surveys

On the Right Track!



Mentoring
Programs



Orientation
for new
faculty



Tasks
forces

Process of Ambitious Work

- Start slow
- Identify group or individual as responsible party
- Tap into all levels of the organization

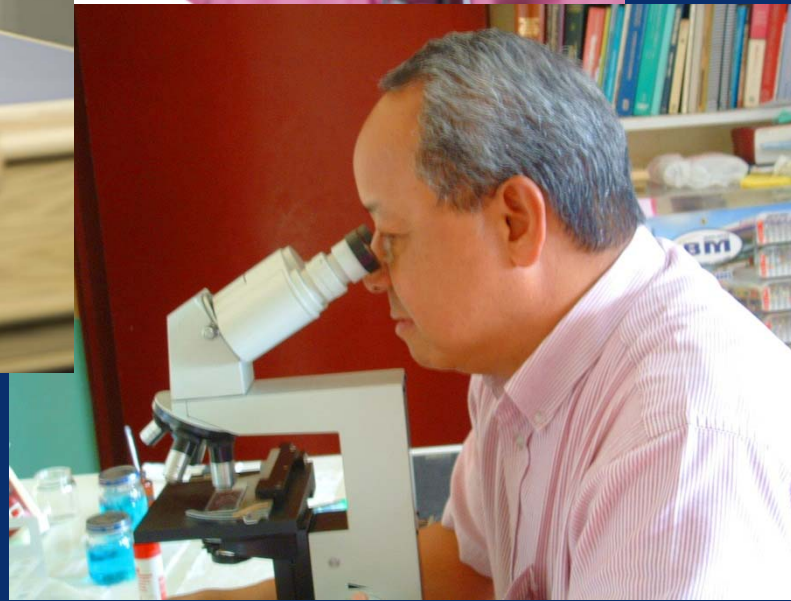
The Elephant in the Room



1. What do we tell others about us ?
2. What do we tell ourselves , about ourselves?
3. What do we talk about only behind closed doors?
4. What don't we talk about, but should?

Commitment to Success

- Set goals (not about the #s)
- Create a platform to share good and not so good
- Communicate consistent messages often



Questions?

Thank you!