

Thinking about Diversity...

“Diversity—defined as differences in how we see the world, how we think about the world, how we try and solve problems, the analogies we use, the metaphors, the tools we acquire, the life experiences we have—makes us better at what we do.”

-Scott E. Page, Robert L. Harris, Jr, ADVANCEments in Science Lecture, Cornell University, 22 April 2015.

NIH Diversity Supplements and Research Faculty Diversity

May 22, 2020

2019-2020 BUMC Mid-Career Faculty Leadership Program Project Group



Sarah R. Preis, ScD MPH
School of Public Health
Department of Biostatistics



Alcy Torres, MD
School of Medicine
Department of Pediatrics & Neurology



Suzanne C. Sarfaty, MD
School of Medicine
Department of Internal Medicine



Allan Walkey, MD
School of Medicine
Pulmonary & Critical Care Medicine



Suki Tepperberg, MD MPH
School of Medicine
Department of Family Medicine



BU Strategic Plan for 2030

- Strategic Priorities proposed to the BU Board of Trustees (April 2020)
 - ▶ Vibrant Academic Experience
 - ▶ **Research** that Matters
 - ▶ **Diversity**, Inclusion, and Access
 - ▶ **Community**, Big yet Small
 - ▶ Global Engagement

Why does diversity matter?

- Diverse research teams do better research^{1,2}
 - Use novel approaches to problem-solving
 - Publish more frequently and are cited more
- BUMC patient population is *underserved* and *understudied*
 - URM researchers focus on different types of questions
 - Research findings may be more relevant to our patient population

1. Swartz et al. "The Science and Value of Diversity." *Journal of Infectious Disease*, 2019.

2. Page SE. "The Diversity Bonus: How Great Teams Pay Off in the Knowledge Economy." 2017

Do you know how diverse your
RESEARCH faculty are?

What do you need to lead change in
the DIVERSITY of your department
research and scholarship?

Initial Assignment

- *To increase the number of NIH diversity supplement applications at BUMC*
- 2018-2019 MFL team identified several barriers that contribute to the under-utilization of NIH diversity supplements at BU
 - ▶ General lack of awareness among faculty
 - ▶ Insufficient support during grant application process
 - ▶ Recommend developing an awareness raising campaign

What is a NIH Diversity Supplement?

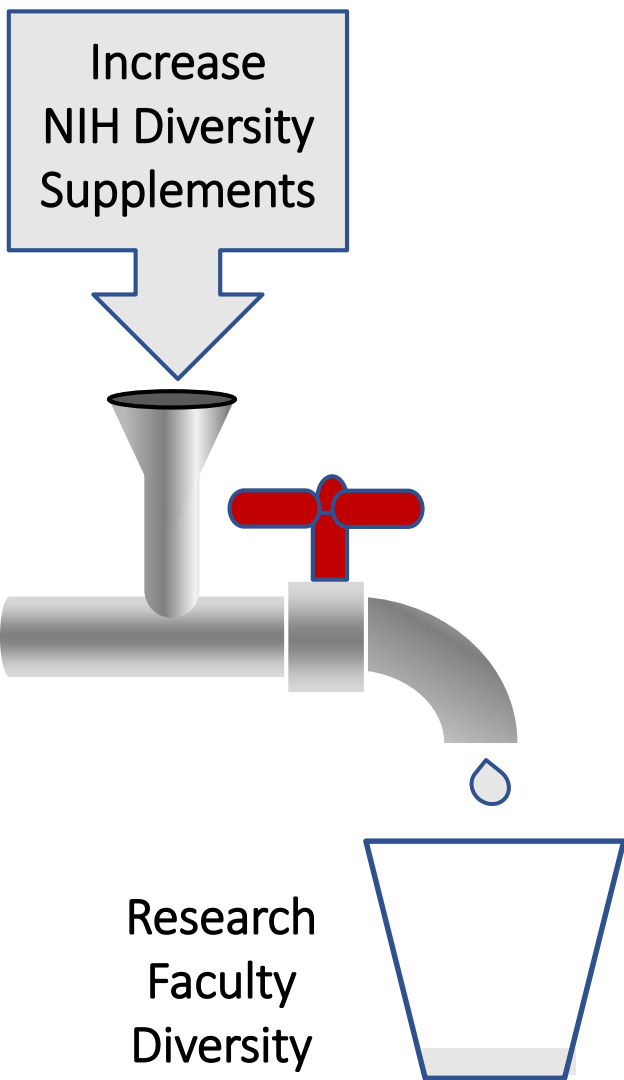
- Administrative supplements for PIs to provide support to students/post-docs/faculty members from groups that are underrepresented in research
 - ▶ Underrepresented race/ethnicity groups
 - ▶ Individuals with disabilities
 - ▶ Low income or disadvantaged background

Initial Strategy

- Goal is to identify strategies to facilitate use of NIH diversity supplements at BUMC
- Qualitative interviews of prior diversity supplement recipients to better understand barriers
 - ▶ Interviews of both the *faculty mentors* and their *trainees*
- Interview stakeholders to explore solutions to barriers

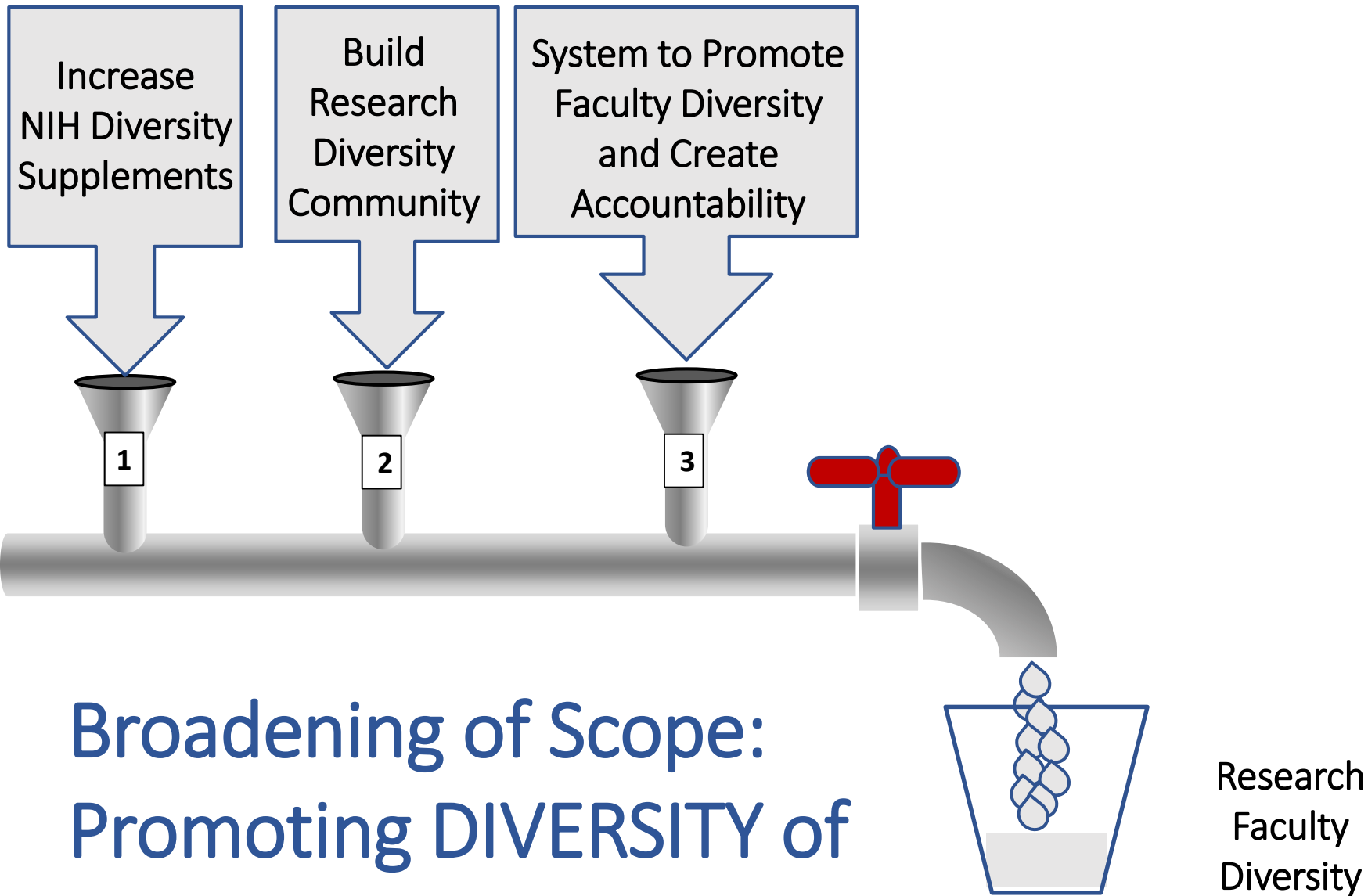
Qualitative Interview Findings

- ▶ Insufficient expertise in local grants office
- ▶ No online resources available at BU
- ▶ Need for pre- and post-grant “bridge” support
- ▶ Lack of community-building for minority researchers



Interview Takeaways

- ▶ NIH diversity supplement is a small contributor to promoting research faculty diversity
- ▶ Diversity supplements should be paired with larger support system for under-represented researchers



Broadening of Scope: Promoting DIVERSITY of RESEARCH FACULTY at BU

Specific Proposals

1. Increasing NIH Diversity Supplement Applications

➤ Data:

- ▶ Search strategy in NIH REPORTER & application tracking

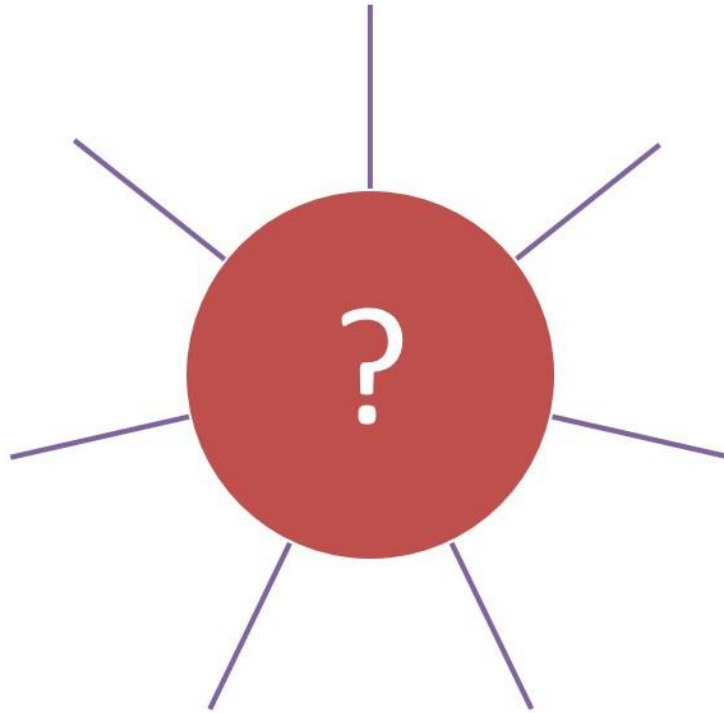
➤ Awareness:

- ▶ Partnership with Office of Sponsored Programs to notify PIs of diversity-supplement-eligible grants
- ▶ Yearly diversity supplement information luncheon

➤ Resources:

- ▶ Diversity Supplement FAQ
- ▶ Research Diversity “HUB”

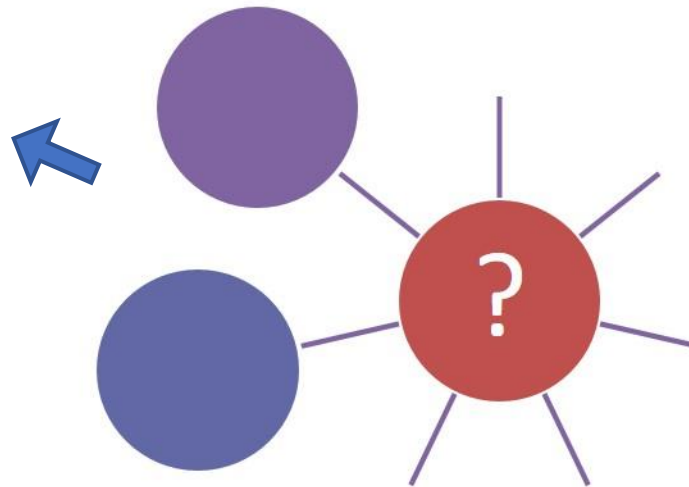
2. Research Diversity HUB Schema



2. Research Diversity HUB Schema

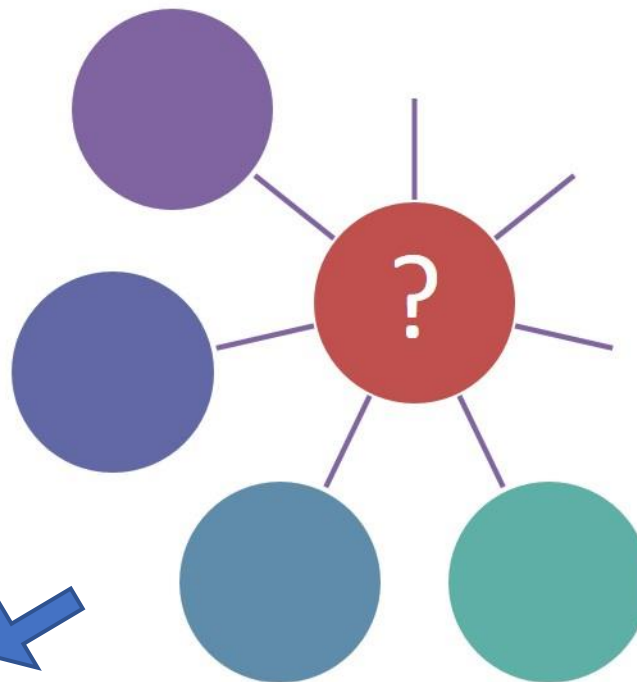
Diversity & Inclusion

- Offices of Diversity & Inclusion across BU
- BMC Office of Minority Recruitment



2. Research Diversity HUB Schema

Diversity
&
Inclusion



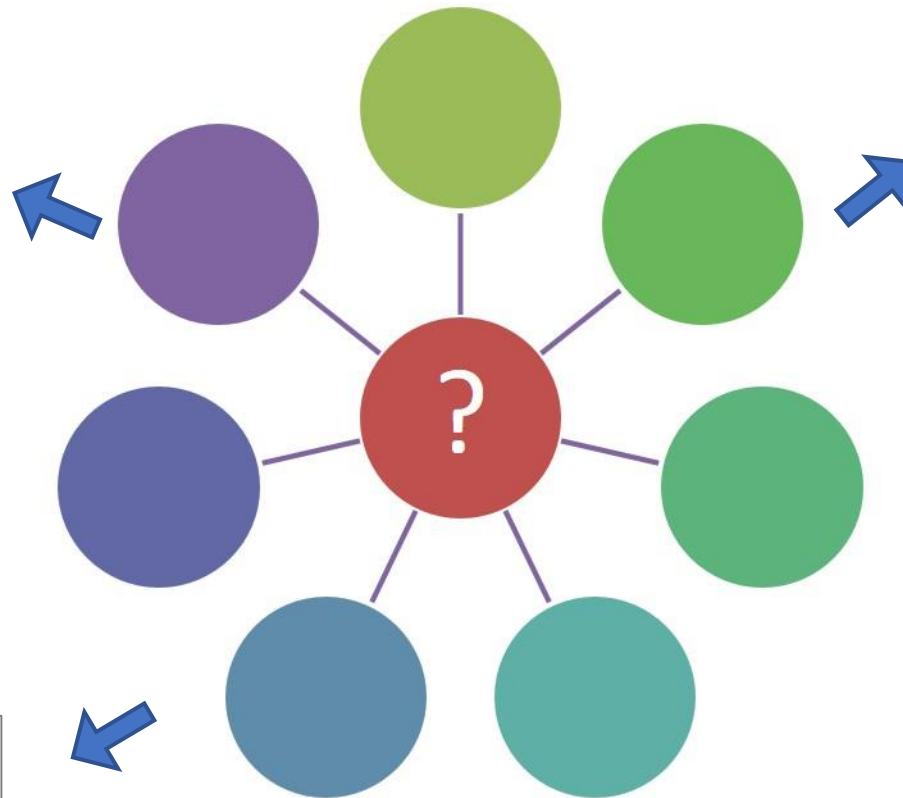
Research

- BUMC Research Office
- Clinical & Translational Science Institute
- Office of Sponsored Programs



2. Research Diversity HUB Schema

Diversity
&
Inclusion

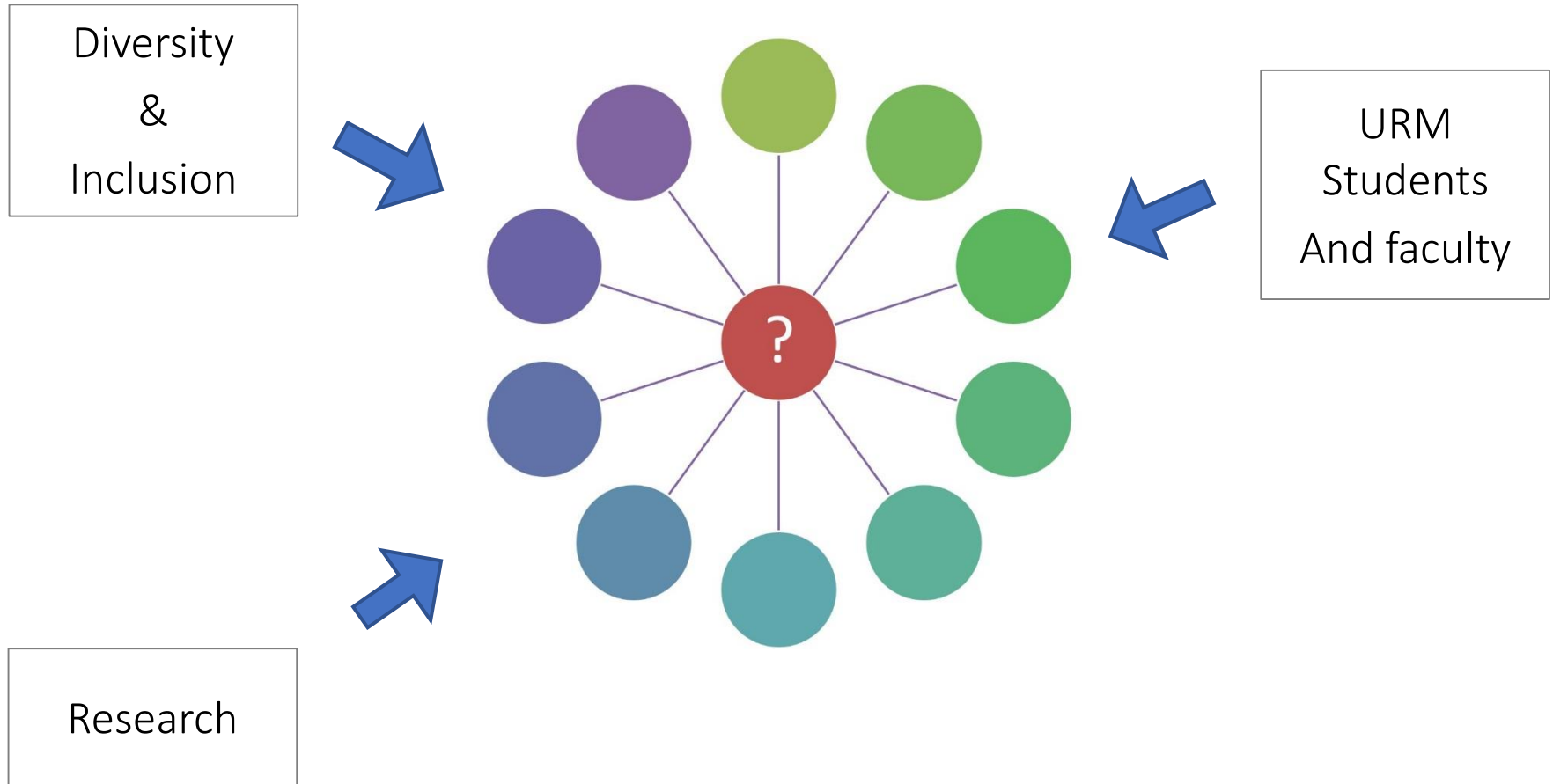


Research

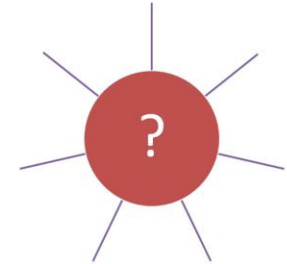
URM Students

- Summer Training as Research Scholars (STaRS) undergraduate research program
- Summer Undergraduate Research Fellowship (SURF) Program
- Minority & International Scientists Organization
- Students of Color for Public Health

2. Research Diversity HUB Schema



3. Research Diversity Officer



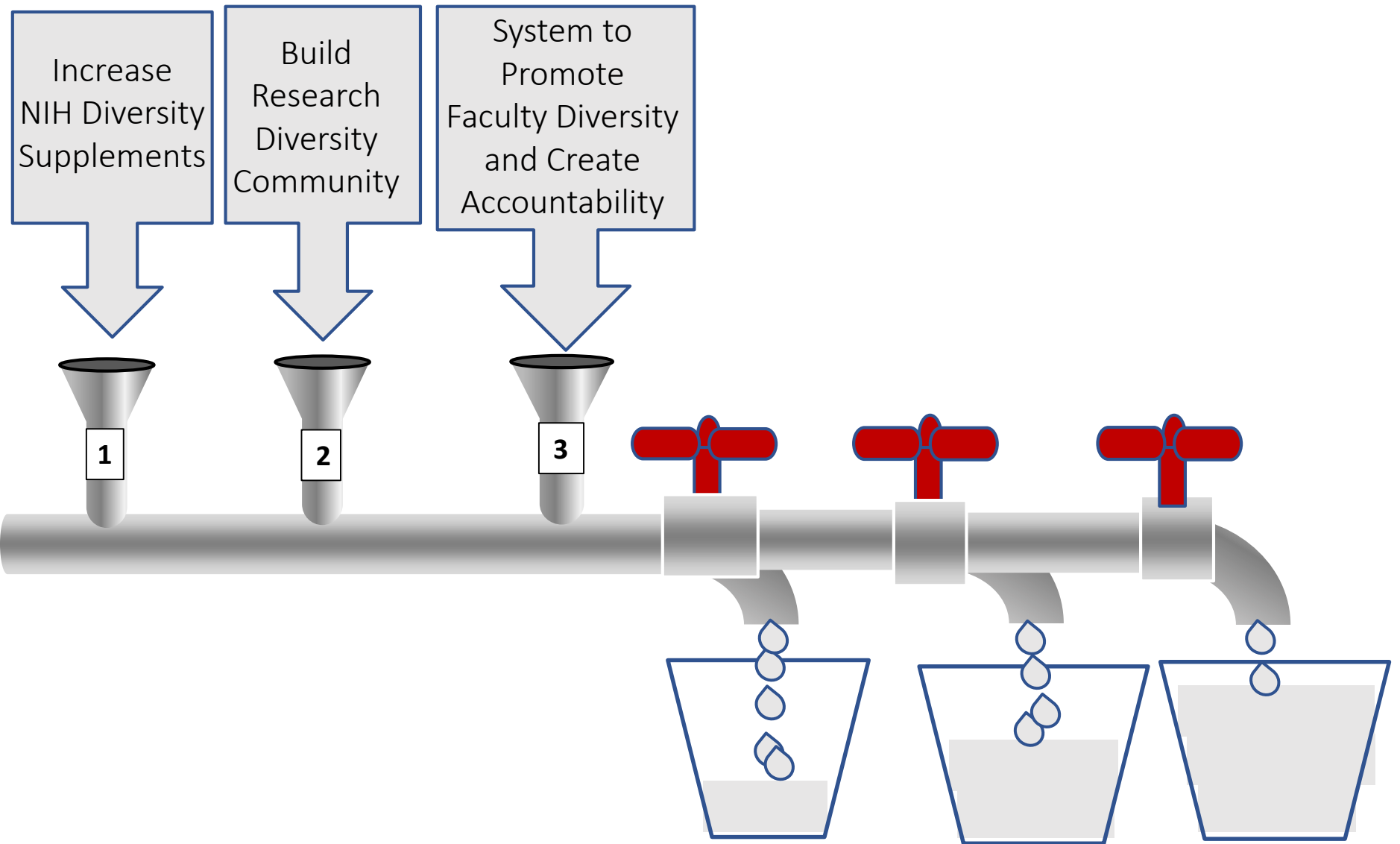
Accountability, Sustainability, and Finances

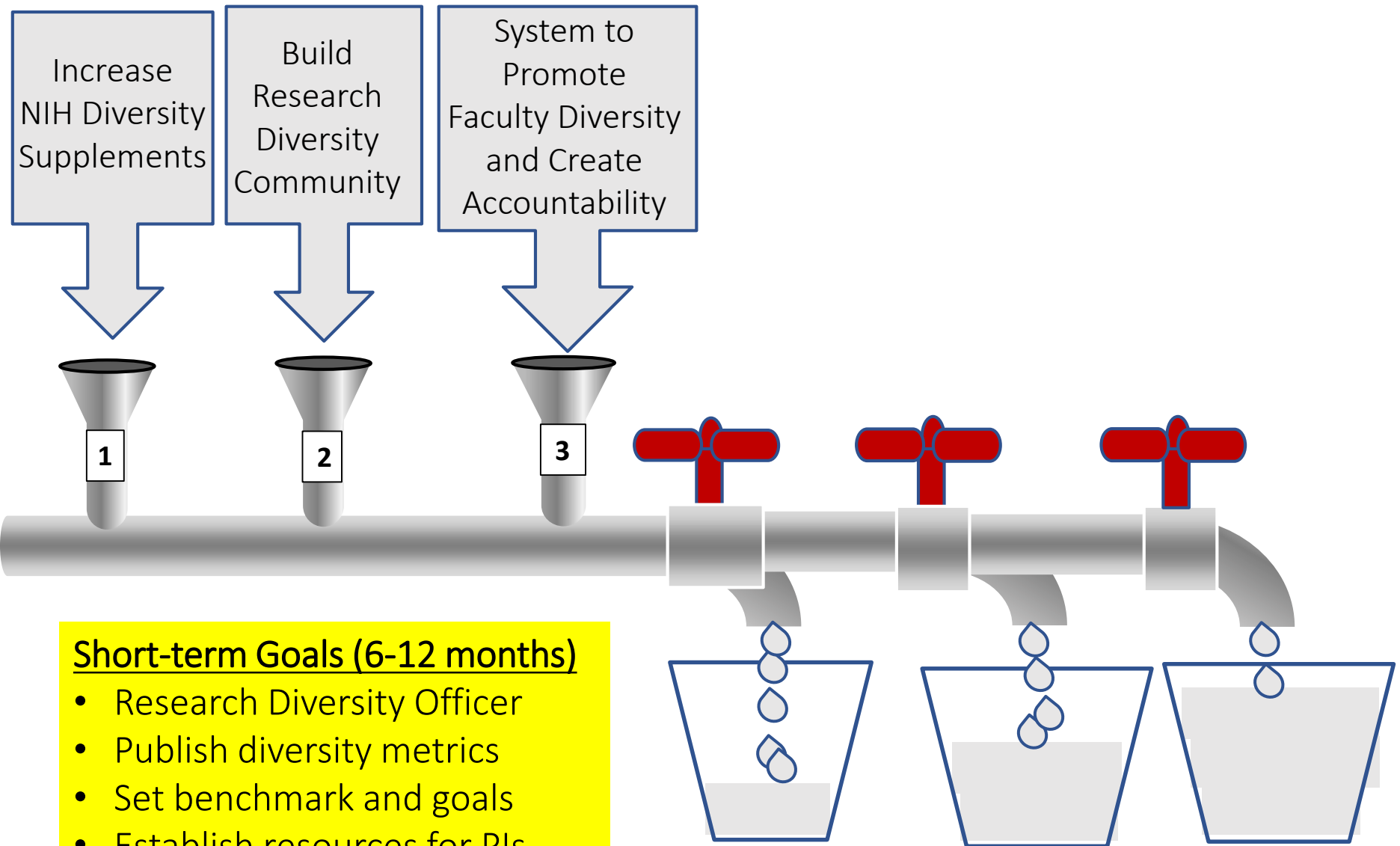
- Reports to BU Provost for Research
- Accountable for performance measures, maintains the “HUB,” community-building activities
- Finances
 - ▶ 1.0 FTE + 0.25 administrative support
 - ▶ Funding for website development, community-building
 - ▶ Funded through indirects generated from underrepresented researcher’s grants: 3 NIH research grants at 10% indirects = FUNDED

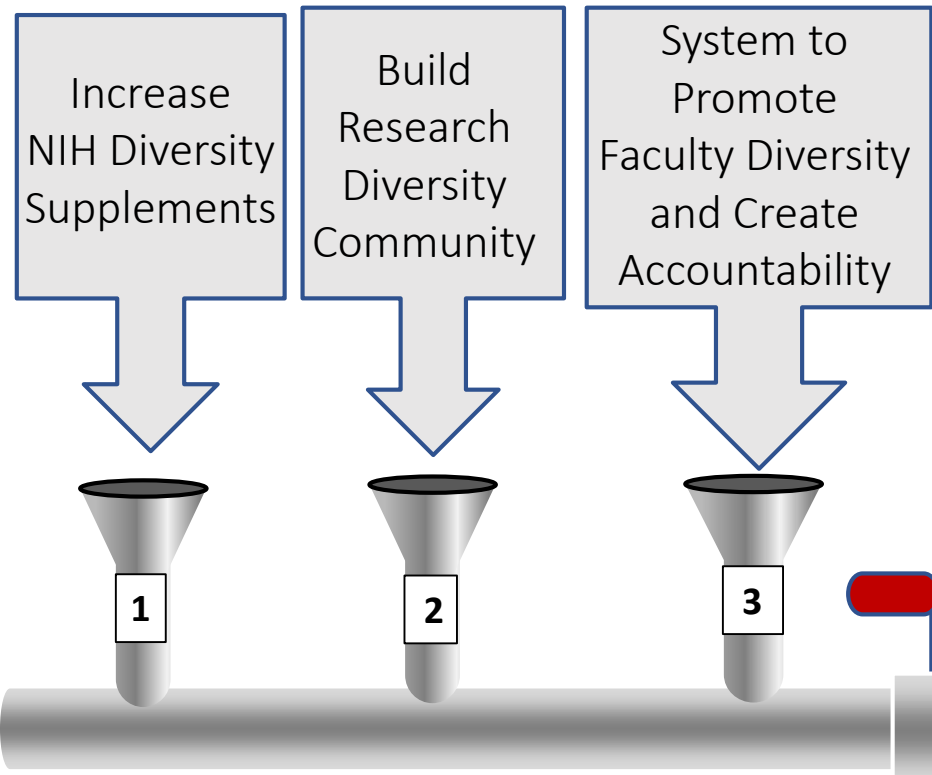
4. Infrastructure to Promote Faculty Diversity

Tracking and Incentives

- Formal tracking of research diversity metrics
 - ▶ Partnered with BU Analytical Services & Institutional Research department
 - ▶ Constructed novel search structure to track DIVERSITY of RESEARCH FACULTY
- Incentives – “carrots and sticks”
 - ▶ Formal recognition of departments that increase diversity
 - ▶ Include a measure of improvement of faculty diversity on the annual review for department chairs

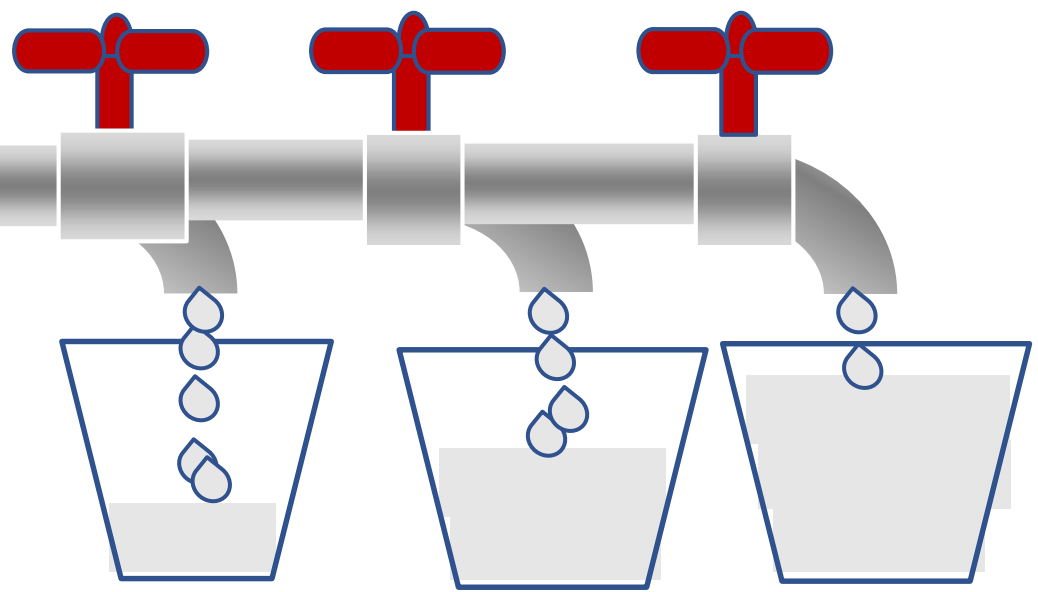


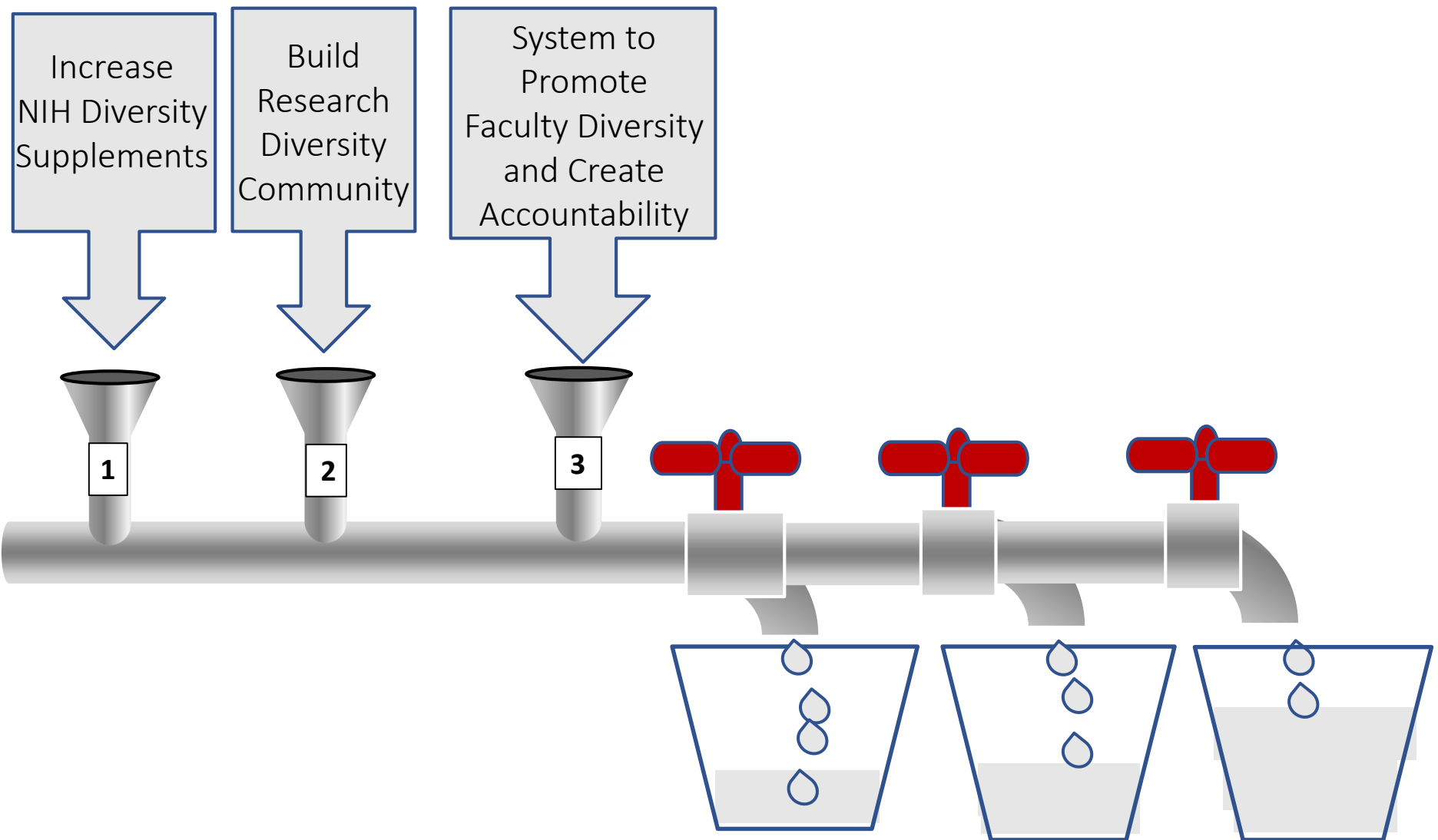




Medium-term Goals (2-5 years)

- Expand URM community for researchers
- Increased collaboration between research and diversity leaders with shared goals
- Increased longitudinal supports for URM researchers





Long-term Goals (5+ years)

- Research excellence and impact on global scholarship
- Model of diverse and inclusive workforce
- Address research priorities and community needs

Boston University will be a Global
Leader in **Diversity** of its Research
Community and **Scholarship**



Acknowledgements

- Project Sponsors
 - David Coleman, David Salant, Andrew Taylor
- BUMC Mid-career Faculty Leadership Program organizers
 - Mark Braun, Emelia Benjamin, Rhobina Bhasin, Alyssa Day, Angelique Harris, Francine Montemurro
- Stakeholders and Colleagues
 - Farrah Belizaire, Diane Baldwin, David Center, Yvette Cozier, Linette Decarie, Mari-Lynn Drainoni, Sarah Hokanson, Marianne Jurasic, Maria A. Kukuruzinska, Hee-Young Park, John Polk, Deborah Stearns-Kurosawa, Gloria Waters, Crystal Williams, and many more...
- Faculty and trainee interviewees
- 2018-2019 Midcareer Faculty Leadership Program Group
 - Jude T. Deeney, Weining Lu, Gustavo Mercier, Suzanne Mitchell, Francesca Seta, Ziming Xuan

References

1. Page SE. *The Diversity Bonus: How Great Teams Pay Off in the Knowledge Economy*. Princeton, NJ: Princeton University Press; 2017
2. Association of American Medical Colleges. *The Diversity Research Forum: The Importance and Benefits of Diverse Faculty in Academic Medicine: Implications for Recruitment, Retention, and Promotion*. Washington, DC; 2009.
3. Department of Health and Human Services, Health Resources and Services Administration, Bureau of Health Professions. *The rationale for diversity in the health professions: a review of the evidence*. Rockville (MD): HHS (US); 2006.
4. Talia H Swartz, Ann-Gel S Palermo, Sandra K Masur, Judith A Aberg, *The Science and Value of Diversity: Closing the Gaps in Our Understanding of Inclusion and Diversity*, *The Journal of Infectious Diseases*, Volume 220, Issue Supplement_2, 15 September 2019.
5. Staats C, Dandar V, St. Cloud T, Wright RA. *Proceedings of the Diversity and Inclusion Innovation Forum: Unconscious Bias in Academic Medicine—How the Prejudices We Don't Know We Have Affect Medical Education, Medical Careers, and Patient Health*. Washington, DC: AAMC; 2017