

# Plan for Faculty Excellence through Diversity

Olena Jacenko, Ph.D., Assoc. Prof. Biochemistry

Lillian Aronson, VMD, Assoc. Prof. Surgery

University of Pennsylvania  
School of Veterinary Medicine



*May, 2012*

# Penn's Action Plan for Faculty Diversity and Excellence

- Action Plan outlines initiatives to help recruit, retain and mentor a diverse faculty
- Diversity of the University must reflect the diversity of the world around it
- Goal is to create an inclusive campus community with equal access to networks for mentoring and research

***Diversity** can mean different things to  
different Schools, as well as to different  
Departments and faculty tracks within one  
School*

*Sexual Orientation*

*Race*

*Ethnicity*

*Gender*

# *DIVERSITY*

*Religion*

*Country of origin*

*Perspective*

*Area of investigation*

# Diversity Leadership at SVM

## ■ Diversity Director/Faculty Affairs Liaison

- oversees creation and implementation of Plan*
- represents SVM at Provost Staff Conference Subcommittee*
- represents SVM when Provost's Office requires faculty input*
- reports to Senate*

## ■ Diversity Search Advisor(s)

- oversees implementation of Plan*
- oversees all recruitment efforts to ensure broad outreach and an unbiased assessment*
- participates in Univ. diversity events*

# Diversity Leadership at SVM

- Diversity Director/Faculty Affairs Liaison
  - Olena Jacenko – Animal Biology
- Diversity Search Advisors (DSAs)
  - Tenure Track PhI:
    - Olena Jacenko (Animal Biology)
  - Clinician Educator PhI:
    - Lillian R Aronson – (Clinical Studies- PhI)
  - Tenure Track & Clinician Educator NBC:
    - Zhengxia Dou – (Clinical Studies-NBC)

# SVM Plan for Faculty Excellence through Diversity

## Goals:

1. To assess and support “diversity” in Depts and tracks
2. To develop strategies for increasing faculty diversity
3. To sustain a diverse faculty by enhancing climate and quality of academic life

# Faculty Excellence through Diversity

## Goal 1: To assess and support “Diversity”

1. Metrics to assess diversity in student body and faculty
2. Office of Diversity and Diversity Search Advisors to oversee faculty recruitment, climate and retention
3. Centralized student and faculty database
4. Diversity web site detailing initiatives, guidelines, policies



# Office of Diversity

- Centralized Department within SVM
- Oversee student and faculty recruitment, climate and retention
- Provide a crucial link for faculty, students and staff from underrepresented minorities
- Direct link from SVM home page
- Diversity web site detailing initiatives, with links guidelines, policies, best practices
- Admin assistant, IT support, overseen by Diversity Officer & DSAs

# Student and Faculty Database

- Development of up-to-date centralized database
- Official data source for reporting data on all faculty actions
- Updated annually for review of faculty composition
- Developed and updated through the Office of Diversity, Diversity Officer/Fac. Affairs Liaison and DSAs

# Faculty Excellence through Diversity

## Goal 2: To increase faculty diversity

1. Pipeline expansion via outreach programs for students at all levels of education
2. Faculty recruitment and hiring plans that ensure broad outreach

# Faculty Excellence through Diversity

## Goal 3: To sustain faculty diversity

1. Inclusive and supportive climate with effective mentoring to junior and more senior faculty
2. Opportunities for faculty development, inclusion and networking

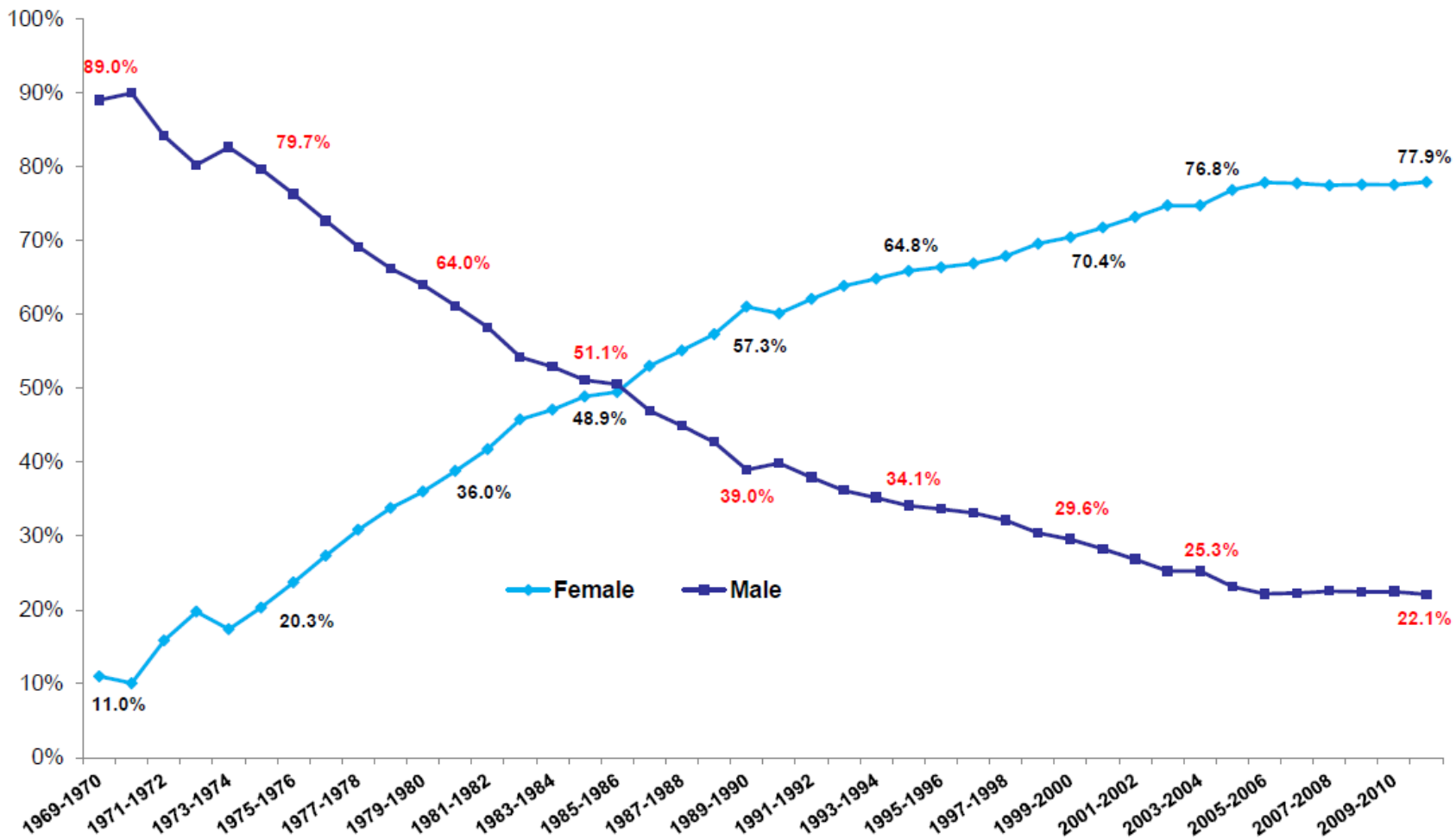
# Diversity in the Veterinary profession

- One of the least diverse professions in the United States
- In 2000, US Census Bureau information
  - 70% of US citizens were white
  - 12.5% Hispanic, 12.3% Black, 3.7% Asian, 1% Alaska native/American Indian
  - Profession remained 92% Caucasian



# Enrollment in the US Colleges of Veterinary Medicine by Gender

AAVMC Data Reports  
1970-2011

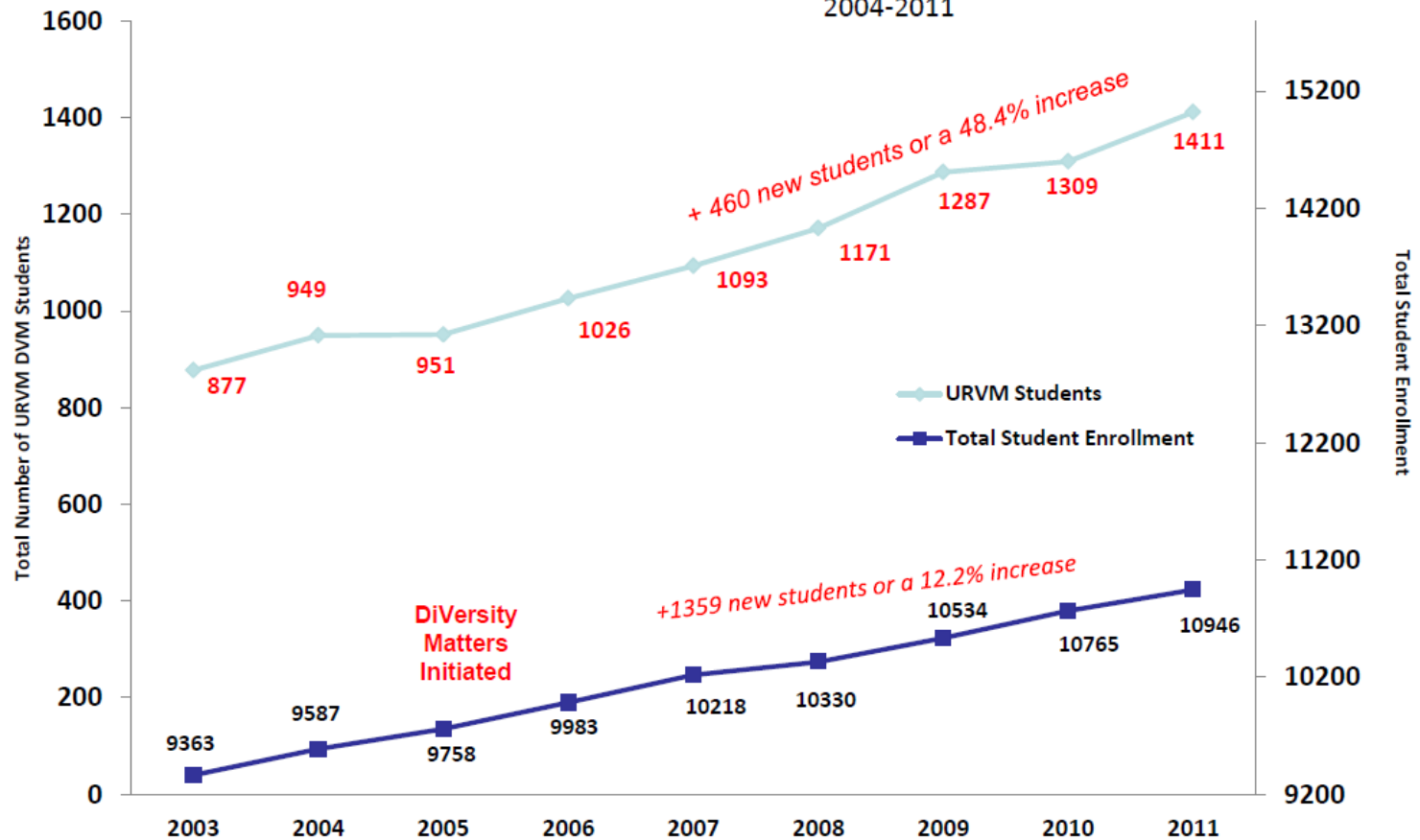


# DiVersity Matters



## Underrepresented Students in the US Colleges of Veterinary Medicine

Displayed with US CVM Total Enrollment  
Association of American Veterinary Medical Colleges  
Comparative Data Reports  
2004-2011



# Diversity of SVM student body: 2005-06 vs 2009-10

Semester	Total Students	Total Male	Total Female	Asian	Black	Hispanic	Native American	Other	Total Minority	% Minority
Fall 05-06	440	87 (19.8%)	353 (80.2%)	20	6	10	2	8	46	10.45
Spr -5-06	435	85 (19.5%)	350 (80.5%)	20	5	10	2	8	45	10.3
Fall 09-10	475	113 (23.6%)	362 (76.2%)	25	8	18	1	12	62	13.1
Spr 09-10	473	111 (23.5%)	362 (76.5%)	24	8	17	1	12	64	13.5



# Penn

## URVM Presence by US College of Veterinary Medicine

Comparative Data Report  
2010-2011

Institution	Total Enrollment	Percentage of Racial/Ethnic URVMs
AUB	373	5.1%
COR	347	16.1%
CSU	542	18.3%
FLA	358	14.2%
ILL	478	11.3%
ISU	535	3.2%
KSU	458	12.2%
LSU	329	10.6%
Median		10.9%
MIN	376	3.5%
MIS	316	7.9%
MSU	435	9.7%
NCSU	308	12.3%
OKL	343	12.0%
ORE	216	12.5%
OSU	555	7.7%
PENN	480	9.6%
PUR	277	13.7%
TAMU	516	13.8%
TENN	337	7.1%
TUF	344	8.4%
TUS	259	66.8%
UCD	525	28.6%
UGA	401	10.7%
UMO	365	4.9%
US Total	10949	12.9%
VMR	374	7.5%
WES	395	27.1%
WIS	313	7.7%
WSU	394	11.2%

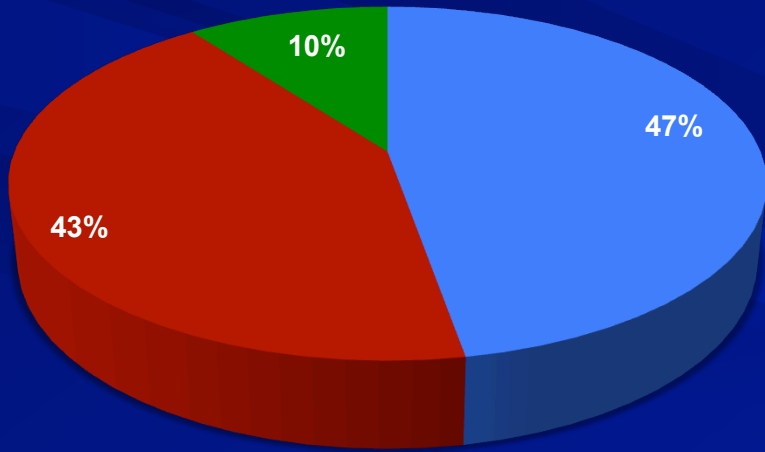
## Percentage of Male Students in Each of the US Colleges of Veterinary Medicine

Comparative Data Report  
2010-2011

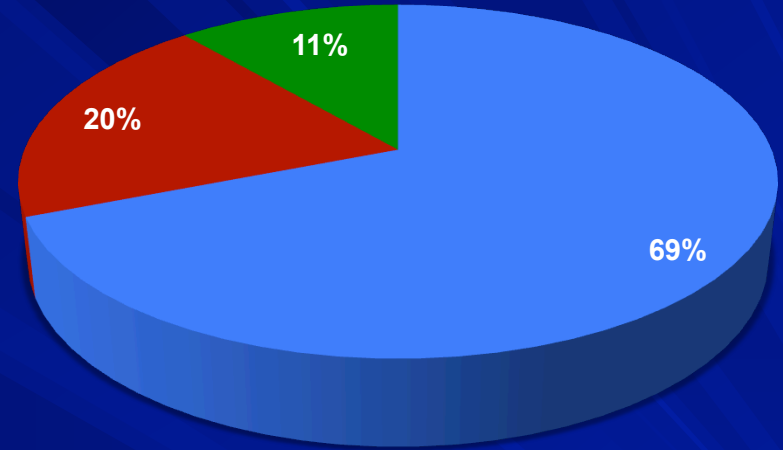
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UMO	365	25.8%
US Total	10949	22.0%
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WES	395	21.8%
WIS	313	17.3%
WSU	394	22.8%

- White male
- White female
- Minority

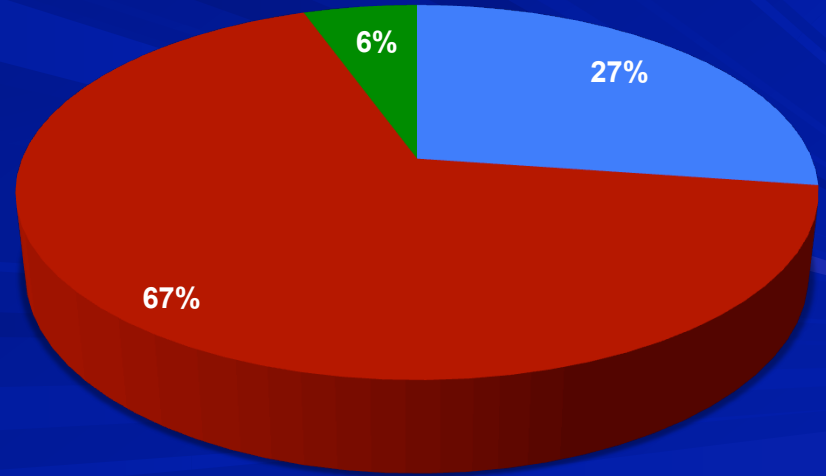
**Total Faculty: 126**



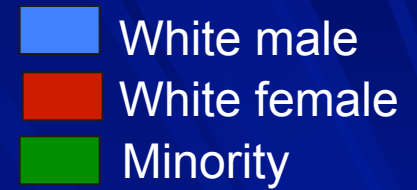
**Tenure Track: 71**



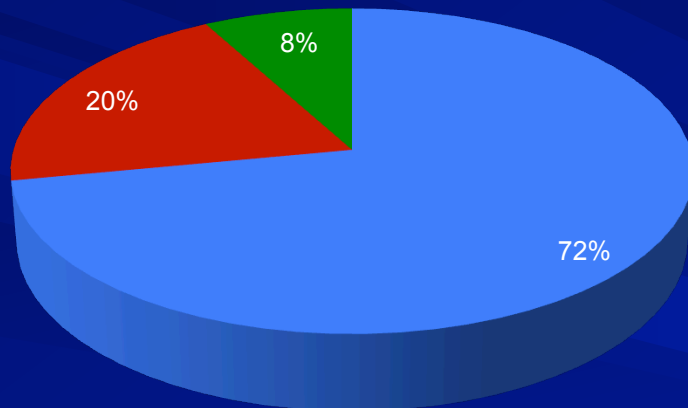
**Clinical educator: 55**



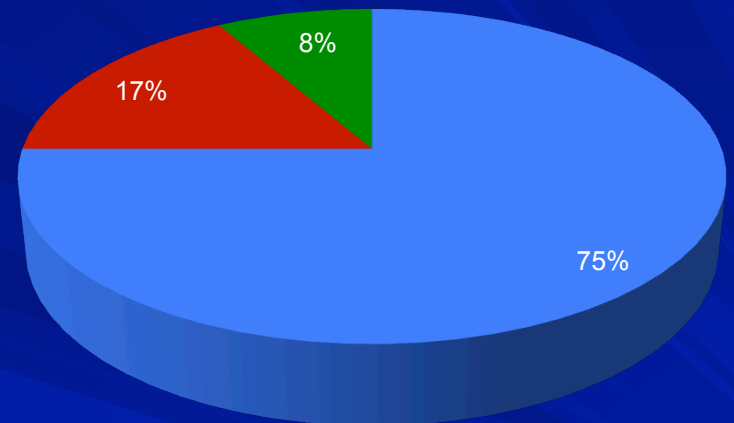
# Animal Biology



2006



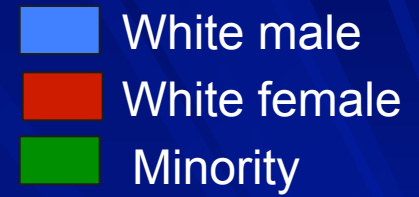
2011



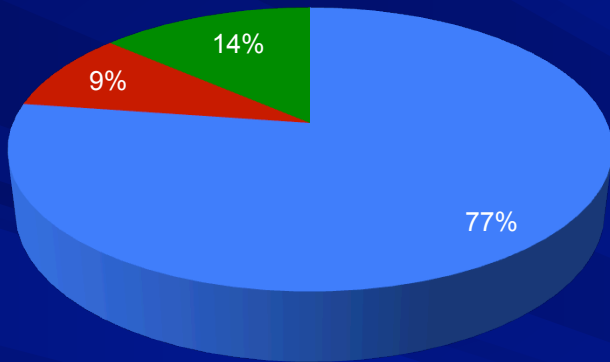
Total: 25  
Full: 12  
Associate: 5  
Assistant: 8

Total: 25  
Full: 11  
Associate: 7  
Assistant: 7

# Pathobiology

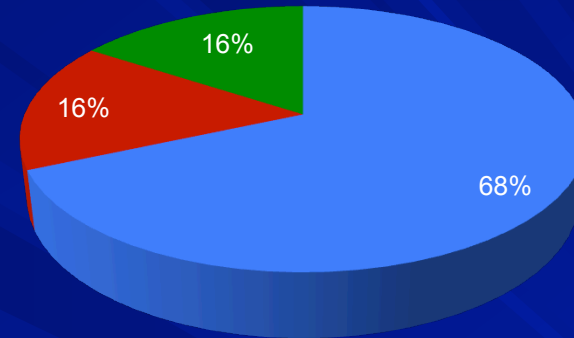


2006



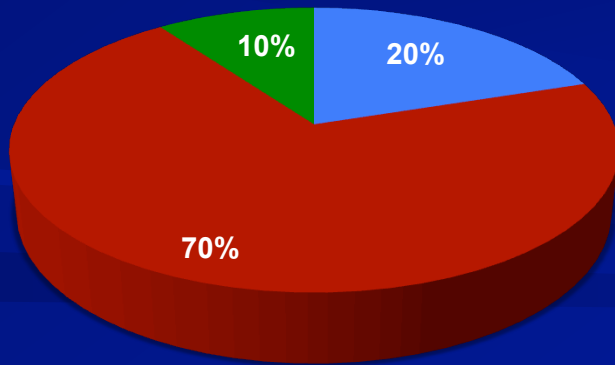
Total: 22  
Full: 14  
Associate: 5  
Assistant: 3

2011

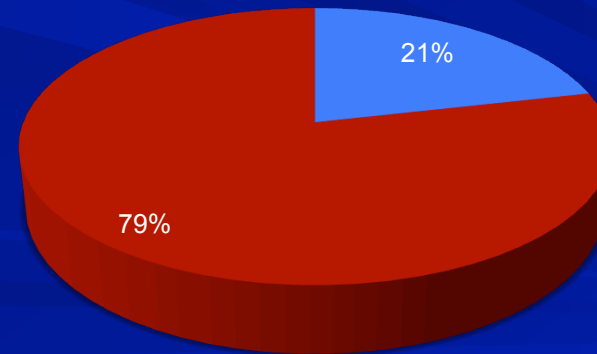


Total: 19  
Full: 11  
Associate: 4  
Assistant: 4

TT



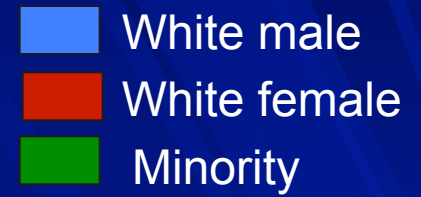
Total: 10  
Full: 4  
Associate: 2  
Assistant: 4



Total: 14  
Full: 3  
Associate: 5  
Assistant: 6

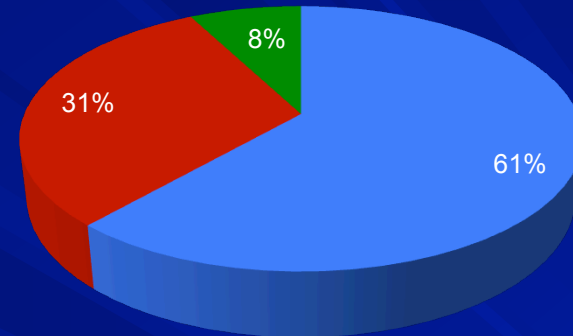
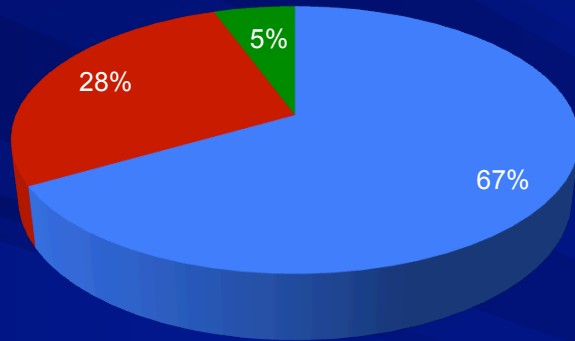
CE

# Clinical Studies-PhI



2006

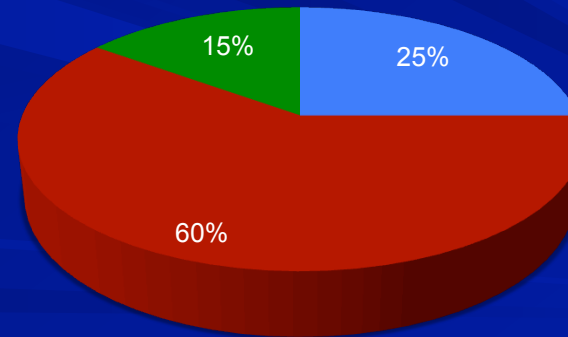
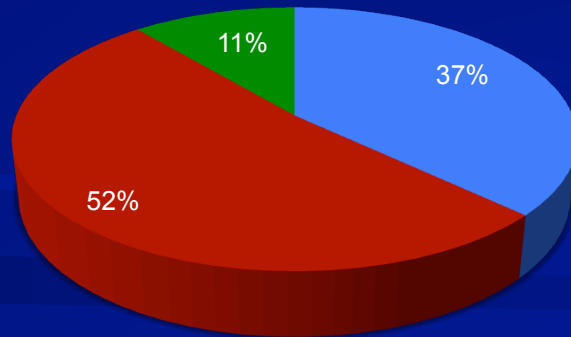
2011



TT

Total: 18  
Full: 9  
Associate: 2  
Assistant: 7

Total: 13  
Full: 7  
Associate: 3  
Assistant: 3

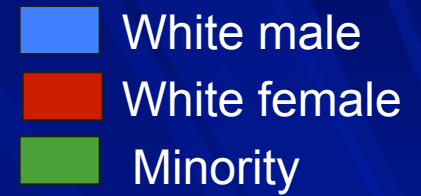


CE

Total: 28  
Full: 4  
Associate: 8  
Assistant: 16

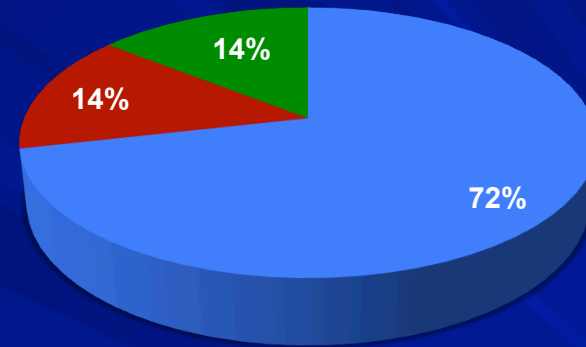
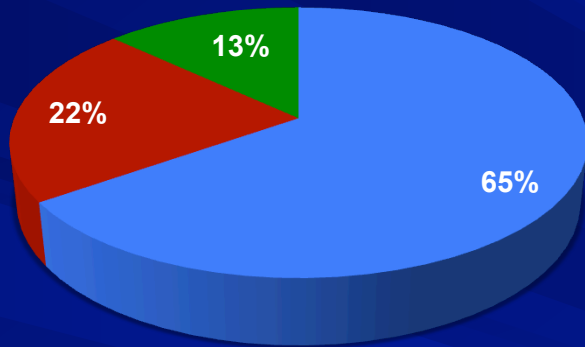
Total: 20  
Full: 7  
Assistant: 7  
Associate: 7

# Clinical Studies-NBC



2006

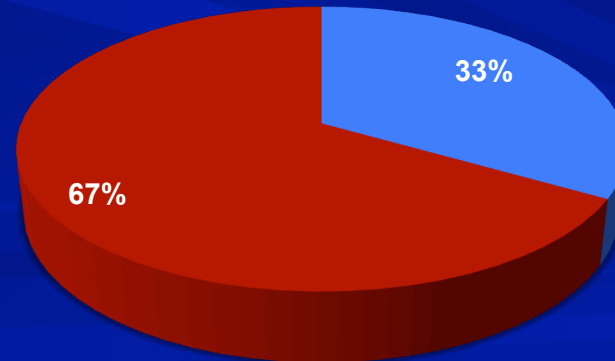
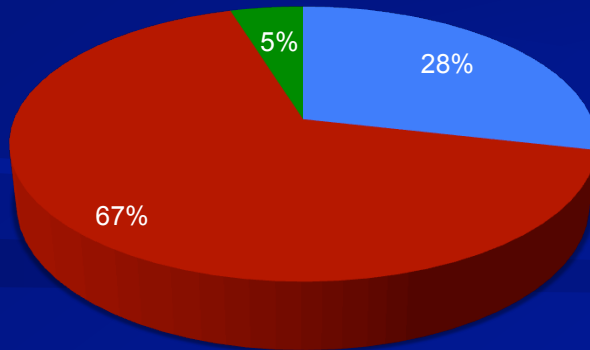
2011



TT

Total: 23  
Full: 12  
Associate: 8  
Assistant: 3

Total: 14  
Full: 9  
Associate: 4  
Assistant: 1



CE

Total: 21  
Full: 3  
Associate: 7  
Assistant: 11

Total: 21  
Full: 4  
Associate: 9  
Assistant: 8

# Building a Pipeline

- Veterinary students
- Postdoctoral pool
- VMD-PhD



# Student recruitment; building the pipeline....

- Educating students about career opportunities
- Expand current programs
- Develop new directives
- Broaden the scope of exposure
- Penn Vet proposes to “go on the road”
- Partner with PVMA as well as Alumni



# Early Education

- MASH tent
- Please Touch Museum



# Middle to High School

- Expand existing programs
  - VETS (Veterinary Exploration Through Science)



# Middle to High School

- Philadelphia Zoo
- Career Days
  - Philadelphia and Camden
  - Saul High school
- Martin Luther King



# Middle to High School

## ■ Corriel and Delaware Valley Science Fair



# Celebrity involvement

- Debbye Turner, DVM
  - Miss America 1990
  - CBS news correspondent



- Robin Quivers
  - Anchor/co-host of Howard Stern show

- Michael Vick



# Undergraduate students

- Development of Scholarship Programs
- Cheyney University
- Penn Undergrads
  - ACELA
  - La Casa Latina
  - Black student league
  - LGBT
- Collaboration with Med, Dental, Nursing, Engineering for career day



# Undergraduate students

- **SACNAS** (Society of Scientists dedicated to Advancing Hispanics/Chicanos and Native Americans in Science)
- **ABRCMS** (Annual Biomedical Research Conference for Minority Students)



# Veterinary Students



- Azabu University
- Dairy Programs in China and India
  - Veterinary students visit dairy production units, Veterinary Schools and schools of Animal Science
  - Student Dairy Internship
  - Penn has sponsored students from China
- Develop dual degree program with Tuskegee



# Doctoral and Postdoctoral Students

## ■ Biomedical Graduate Studies

- ~700 PhD students across 7 schools
- Fontaine Fellowship Program

## ■ Academic Diversity Fellowship Program

- Training in all areas of study
- Open to candidates with PhD degrees, as well as other professional degrees
- 50% of stipend for 3 years, plus research and travel expenses



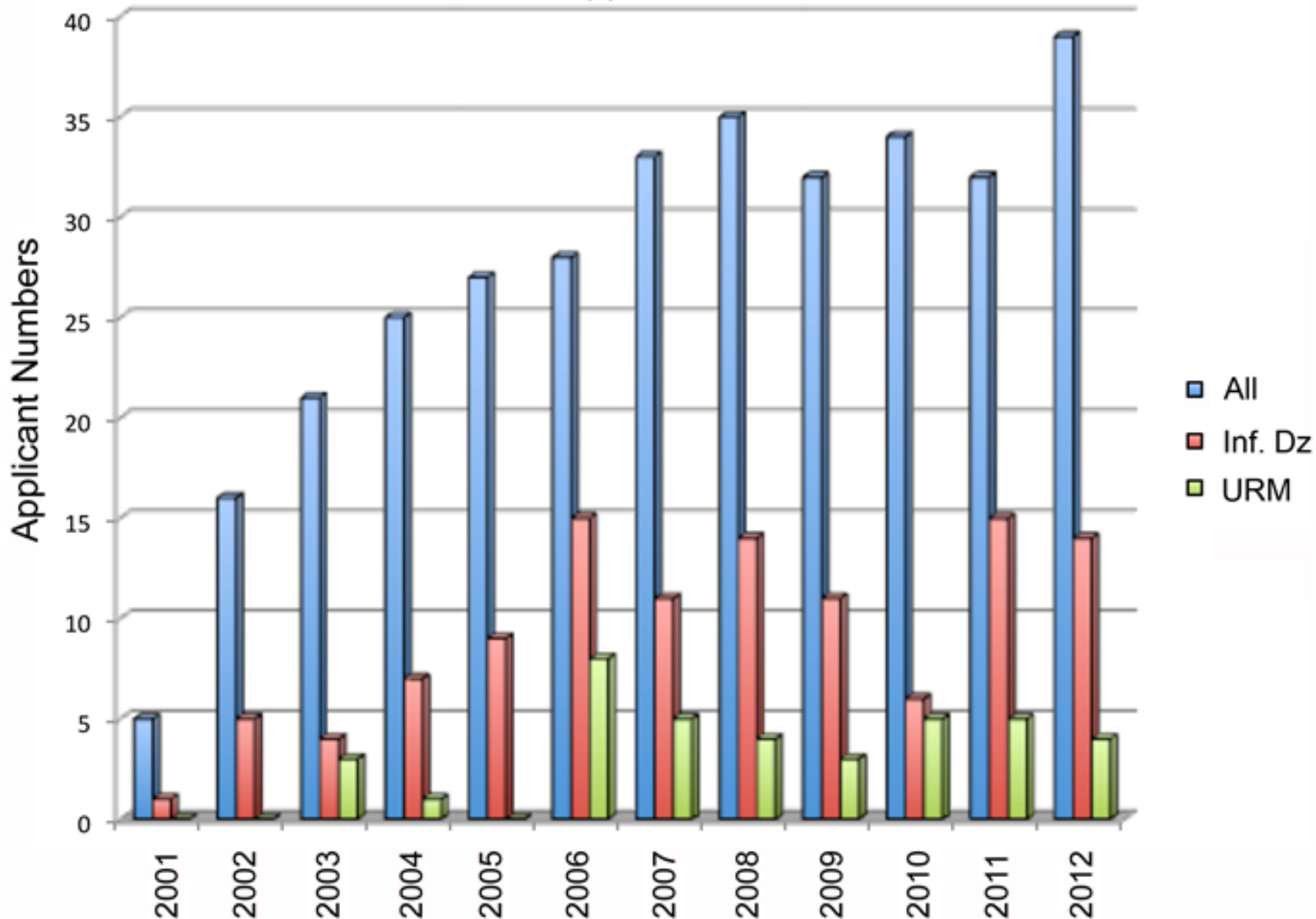
# VMD-PhD Program

- First program of its kind started in SVM in 1969 by Dr. Brinster; now Dr. Atchison
- Program graduates are exceptionally well-qualified to integrate multiple levels of science
- Acute national shortage of veterinarian-scientists
- Program is projected to increase within the next five to eight years to include six to eight new students per year
- Expansion will enhance a pipeline

# VMD-PhD Recruitment Strategies

- Started in 2006
- Annual mailing to URM students
- Annual mailing to ~ 125 MARC programs and HBCU institutions (Howard University, Xavier University, Spelman College, Morehouse College)
- Relationship with Masterman High School in Phila
- Presence at **ABRCMS, SACNAS**
- Interviewees meet URM students in our program
- VMD-PhD Director:
  - visits schools with high URM populations (Howard, Xavier, Cheyney)
  - Hosts a URM student in his lab
  - Serves in EE Just Society Advisory Committee

### VMD-PhD Applications



These numbers do not include Asian URM students, which would roughly double the URM numbers in the graph (note: Inf. Dz = infectious Disease)

# Faculty Recruitment

## Challenges

- Shrinking TT
- Under-representation of women in TT
- Under-representation of minorities in TT and CE
- Few faculty openings
- Financial constraints

# *Proactive* Faculty Recruitment

## Diversity Search Advisor(s)

*Oversee all recruitment efforts to ensure outreach to broad applicant pool and an unbiased assessment of candidates*

- Annual review of faculty composition
- Set hiring goals and strategies with Dept Chairs and Dean
- Training in best search practices and unconscious bias
- Strategize with search Chair on broadening applicant pool

# *Proactive* Faculty Recruitment

## Diversity Search Advisor(s)

### Broaden applicant pool

- Resources and directories for outreach to women and minority candidates
- Membership in societies that maintain women and minority subgroups
- Identification of candidates in residency programs
- Lists of pre-doctoral and post-doctoral fellows in relevant fields maintained in Provost's Office

# Faculty Recruitment

## Diversity Search Advisor(s)

### ■ Links on Diversity Web site to:

- Search Committee Resource Manual
- Resources and directories for outreach to women and minority
- Best Practices for Faculty Recruitment
- Unconscious bias training
- AA Guidelines, Procedures for Faculty Appointments, promotions and terminations
- U's Policies on Appointments and Promotions
- U's policies on tenure
- Provost's Website
- Family-Friendly Policies
- Provost's Diversity Incentives



# Provost Diversity Incentives

## ■ Presidential Term Professorship

-Provost's Office will match funds for 10 exceptional scholars at junior and senior level who will contribute to faculty diversity

## ■ Faculty Opportunity Fund

-Provost's Office will help subsidize up to 5 years

## ■ Dual Career Program

-Provost's Office will help fund cross-School partner hires.

# Faculty Recruitment

## Diversity Search Advisor(s)

### ■ Accountability

- Presentation to Faculty Senate
- Discussions on best search practices
- Links to SVM policies via Provost's Office

# Faculty Retention and Development

## Promotion Expectations

The following information on promotion policies and Track expectations will be accessible through the Diversity Web site and will be updated annually:

- Outline of faculty tracks at SVM
- Expectations for success and promotions in each track/level
- Tenure system at Penn
- U's Policies on Appointments and Promotions
- Policies on Tenure
- Curriculum Vitae template
- Dossier Check List and Due Dates
- Guidelines for Selection of External Consultants

# Faculty Retention and Development

## Mentoring Initiatives:

- Maximize efforts to provide effective mentoring to junior and more senior faculty, and to promote mentoring programs
- Assess mentoring via SVM survey
- Evaluate SVM mentoring policy (Drs.Haskins and King)
- Evaluate Department and Track-specific mentoring policies
- Link Provost's Mentoring sites to SVM Diversity site:
  - Faculty Mentoring Practices at Penn
  - Mentoring Guidelines for Junior Faculty
  - Mentoring Programs at Penn
  - Mary Crougan's links to best mentoring policies
- Mentoring Award(s)

# Faculty Retention and Development

The SVM Diversity site will have links to the following Provost's sites:

- Work-Life Balance options
- Family-Friendly Policies
- Benefits

# Faculty Retention and Development

## Metrics

- Faculty turnover (Exit interviews?)
- Faculty climate survey data
- Mentoring survey

# Faculty Development

## University-Wide Networking



- Women's Faculty Forum

- Lesbian Gay Bisexual  
Transgender Center

- Cultural Societies

- Focus Groups

- Leadership Skill dev't (ELAM)

- 4 Health Schools



# *Faculty Excellence through Diversity*

**It's our choice**

There are two primary choices in life;  
to accept conditions as they exist,  
or accept the responsibility for changing them.  
Denis Waitley



# *BUDGET*

- Faculty Recruitment
- Faculty Retention
- Visiting Faculty and Lecturers
- Postdocs
- Search Costs
- Faculty Affairs and Diversity Office
- Conferences
- Academic Centers

# SVM Faculty Excellence through Diversity

## Overview

1. Metrics to assess diversity in student body and faculty
2. Office of Diversity and Diversity Search Advisor to oversee faculty recruitment, climate and retention
3. Centralized student and faculty database
4. Diversity web site detailing initiatives, guidelines, policies
5. Pipeline expansion via outreach programs for students at all levels of education
6. Faculty recruitment and hiring plans that ensure broad outreach
7. Inclusive and supportive climate with effective mentoring to junior and more senior faculty
8. Opportunities for faculty development and University-wide networking

# Gender and Minority Equity Reports

- 1993
  - 21% of standing faculty were female
  - 8.4% were ethnic minorities
- 2010
  - 28.4% of standing faculty were female
  - 17.5% were ethnic minorities
- Results fall short of Penn's aspirations
- Responsibility of recruitment rests with each School