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.
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 Phl:
  - Olena Jacenko (Animal Biology)
- Clinician Educator Phl:
  - Lillian R Aronson – (Clinical Studies- Phl)
- 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
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
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 Matters

+ 460 new students or a 48.4% increase

+1359 new students or a 12.2% increase
## Diversity of SVM student body: 2005-06 vs 2009-10

<table>
<thead>
<tr>
<th>Semester</th>
<th>Total Students</th>
<th>Total Male</th>
<th>Total Female</th>
<th>Asian</th>
<th>Black</th>
<th>Hispanic</th>
<th>Native American</th>
<th>Other</th>
<th>Total Minority</th>
<th>% Minority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 05-06</td>
<td>440</td>
<td>87 (19.8%)</td>
<td>353 (80.2%)</td>
<td>20</td>
<td>6</td>
<td>10</td>
<td>2</td>
<td>8</td>
<td>46</td>
<td>10.45</td>
</tr>
<tr>
<td>Spr 05-06</td>
<td>435</td>
<td>85 (19.5%)</td>
<td>350 (80.5%)</td>
<td>20</td>
<td>5</td>
<td>10</td>
<td>2</td>
<td>8</td>
<td>45</td>
<td>10.3</td>
</tr>
<tr>
<td>Fall 09-10</td>
<td>475</td>
<td>113 (23.6%)</td>
<td>362 (76.2%)</td>
<td>25</td>
<td>8</td>
<td>18</td>
<td>1</td>
<td>12</td>
<td>62</td>
<td>13.1</td>
</tr>
<tr>
<td>Spr 09-10</td>
<td>473</td>
<td>111 (23.5%)</td>
<td>362 (76.5%)</td>
<td>24</td>
<td>8</td>
<td>17</td>
<td>1</td>
<td>12</td>
<td>64</td>
<td>13.5</td>
</tr>
</tbody>
</table>
### URVM Presence by US College of Veterinary Medicine

**Comparative Data Report 2010-2011**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total Enrollment</th>
<th>Percentage of Racial/Ethnic URVMs</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUB</td>
<td>373</td>
<td>5.1%</td>
</tr>
<tr>
<td>COR</td>
<td>347</td>
<td>16.1%</td>
</tr>
<tr>
<td>CSU</td>
<td>542</td>
<td>18.3%</td>
</tr>
<tr>
<td>FLA</td>
<td>358</td>
<td>14.2%</td>
</tr>
<tr>
<td>ILL</td>
<td>478</td>
<td>11.3%</td>
</tr>
<tr>
<td>ISU</td>
<td>535</td>
<td>3.2%</td>
</tr>
<tr>
<td>KSU</td>
<td>458</td>
<td>12.2%</td>
</tr>
<tr>
<td>LSU</td>
<td>329</td>
<td>10.6%</td>
</tr>
<tr>
<td>Median</td>
<td>376</td>
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</tr>
<tr>
<td>MIN</td>
<td>316</td>
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<td>4.9%</td>
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<tr>
<td>US Total</td>
<td>10949</td>
<td>12.9%</td>
</tr>
<tr>
<td>VMR</td>
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<td>7.5%</td>
</tr>
<tr>
<td>WES</td>
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<td>27.1%</td>
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### Percentage of Male Students in Each of the US Colleges of Veterinary Medicine

**Comparative Data Report 2010-2011**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total Enrollment</th>
<th>Percentage of Men Enrolled</th>
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<tbody>
<tr>
<td>AUB</td>
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</tbody>
</table>
Total Faculty: 126

- White male: 47%
- White female: 43%
- Minority: 10%

Tenure Track: 71

- White male: 69%
- White female: 20%
- Minority: 11%

Clinical educator: 55

- White male: 67%
- White female: 27%
- Minority: 6%
Animal Biology

2006:
- White male: 72%
- White female: 8%
- Minority: 8%
- Total: 25
  - Full: 12
  - Associate: 5
  - Assistant: 8

2011:
- White male: 75%
- White female: 17%
- Minority: 8%
- Total: 25
  - Full: 11
  - Associate: 7
  - Assistant: 7
Pathobiology

**2006**
- White male: 77%
- White female: 9%
- Minority: 14%
- Total: 22
  - Full: 14
  - Associate: 5
  - Assistant: 3

**2011**
- White male: 68%
- White female: 16%
- Minority: 16%
- Total: 19
  - Full: 11
  - Associate: 4
  - Assistant: 4

**TT**
- White male: 20%
- White female: 70%
- Minority: 10%
- Total: 14
  - Full: 3
  - Associate: 5
  - Assistant: 6

**CE**
- White male: 79%
- White female: 21%
- Total: 10
  - Full: 4
  - Associate: 2
  - Assistant: 4
Clinical Studies-Phl

**2006**

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

**2011**

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

**TT**

- 2006: 28%
- 2011: 31%

**CE**

- 2006: 52%
- 2011: 60%
Clinical Studies-NBC

**2006**

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

<table>
<thead>
<tr>
<th>Race</th>
<th>2006 Count</th>
<th>2011 Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>White male</td>
<td>65%</td>
<td>72%</td>
</tr>
<tr>
<td>White female</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>Minority</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>Total:</td>
<td>23</td>
<td>14</td>
</tr>
</tbody>
</table>

**2011**

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

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<th>2011 Count</th>
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<td>White female</td>
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</tr>
<tr>
<td>Minority</td>
<td>33%</td>
</tr>
<tr>
<td>Total:</td>
<td>21</td>
</tr>
</tbody>
</table>

**2006 vs 2011**

- Total: 23 vs 21
- White male: 65% vs 67%
- White female: 22% vs 5%
- Minority: 13% vs 33%
- Full: 12 vs 9
- Associate: 8 vs 4
- Assistant: 3 vs 1

**65% 22% 13% 2006**

**72% 14% 14% 2011**
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
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
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