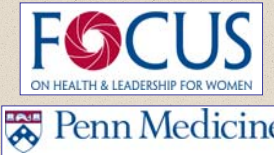




The NIH-TAC Trial (*Transforming Academic Culture*)

A Unique NIH funded Multi-level Cluster-Randomized Intervention Trial to Enhance Institutional Culture and Women's Success in Academic Medicine

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Background

- It's not just a "pipeline" problem

Over 10 years, while the absolute numbers of faculty at all ranks have increased significantly, there has been little change in the proportion of men and women at each rank.

Hypothesis

- A multi-level intervention will improve academic productivity and job satisfaction for junior women faculty in intervention departments/divisions compared to their control counterparts

Specific Aims

- Test the extent to which the intervention improves:
 - perceived supportiveness of the work environment
 - developed measure of culture of work environment
 - outcomes for junior women faculty
 - increase in # publications and grants
 - increase in job satisfaction
 - department/division performance
 - task force recommendations & implementation

Methods

- Women Career Supportive Culture* measure
 - Developed new measure
- Cluster-randomized intervention trial
 - Eligibility requirements
 - departments/divisions with at least 3 junior women faculty (N=27)
 - Intervention unit: SOM departments/divisions
 - 27 dept chairs/division chiefs consented (13 intervention, 14 control)
 - 134 women faculty consented (62 intervention, 72 control)
- Multi-level initiatives
 - Senior leaders (individual interviews, implement recommendations)
 - Dept/Div faculty (task forces)
 - Junior women faculty (Total Leadership Program & Manuscript Writing Group)

Women's Career Supportive (WCS) Culture Measure

Construct: Shared assumptions, beliefs, and values regarding extent to which department/division supports women's careers

- Measurement development
 - Process:** literature review, focus groups, pilot survey, expert reviews
 - Measure:** four dimensions of WCS culture
 - equal access to opportunities (19 items)
 - support for work-life balance (11 items)
 - freedom from subtle and overt gender bias (4 items)
 - support from Chair/Chief (12 items)

Led by Alyssa Westring PhD

Overview of Trial

Institutional Change from "Top Down" and "Bottom Up" Interventions

Intervention Level 1 Senior Leaders

- In-depth qualitative interviews
 - Identify opportunities & barriers
 - guidance regarding interventions
- Enlist support for each intervention component
 - encourage junior women faculty to participate
 - protect their time when possible
 - appoint task force members
- Oversee implementation of task force recommendations

Intervention Level 2 Department Task Forces

- Department/division level initiative
 - contracted with high-ranking, extramural academic facilitator to promote an appreciative inquiry-based approach for making recommendations for change at all levels
- Goal: To make specific recommendations to improve the environment to better support women faculty, and ultimately, all faculty
- 13 dept/div Task Forces
 - men and women faculty & administrators
 - appointed by Chair/Chief
 - 5 facilitated meetings

Led by Susmita Pati MD MPH, facilitated by Josef Reum PhD

Intervention Level 3a Junior Women Faculty

TOTAL LEADERSHIP PROGRAM

Goal

- Improve performance in all domains of life by finding mutual value among them

Process

- Reflection, peer coaching, stakeholder interviews
- Develop goals
- Devise and implement experiments
- Evaluate outcomes

Developed & led by Stewart Friedman PhD, Wharton

Intervention Level 3b Junior Women Faculty

MANUSCRIPT WRITING GROUP

- 8-session curriculum
 - common barriers to scholarly productivity
 - provides tools to write more efficiently
- Produce, review, submit manuscripts
- Peer support and networking

Developed and led by two senior faculty in the School of Medicine, Karin McGowan PhD and Seema Sonnad PhD

Summary

- First randomized trial to test effectiveness of a school wide intervention with multi-level components
- 4 year, 1.3 million dollar NIH-RO1 award builds upon 12 years of FOCUS program initiatives supported by Dean's commitment and resources
- Ultimate goal is to create an environment where woman can succeed fully in their careers, thus maximizing their contributions to academic medicine and improving the workplace for all faculty