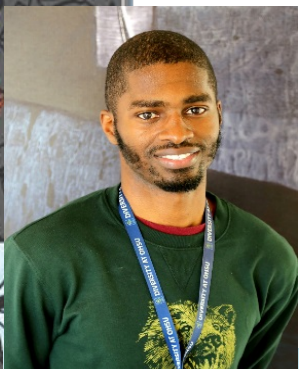


# Strategies for Promoting “Teaminess” with a Focus on Diversity and Inclusion

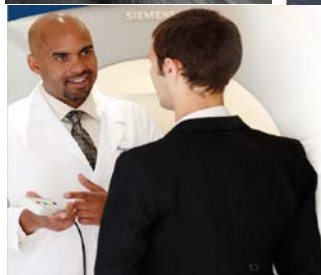
*Dr. Binyam Nardos, Dr. Letisha Wyatt, Dr. Damien Fair, Oregon Health & Science University*



OREGON  
HEALTH & SCIENCE  
UNIVERSITY



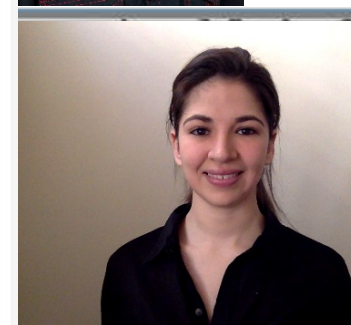
SALARY  
BENEFITS  
MENTORSHIP



## FELLOWSHIP FOR DIVERSITY IN RESEARCH

preparing postdocs from historically underrepresented backgrounds for academic careers at major universities

<http://bit.ly/OFDIR>



# Challenges to building an effective team of diverse scientists across departments in an environment such as OHSU

Lack of diversity at OHSU/Portland/Oregon

Creates a challenge in recruiting diverse students/postdocs/faculty

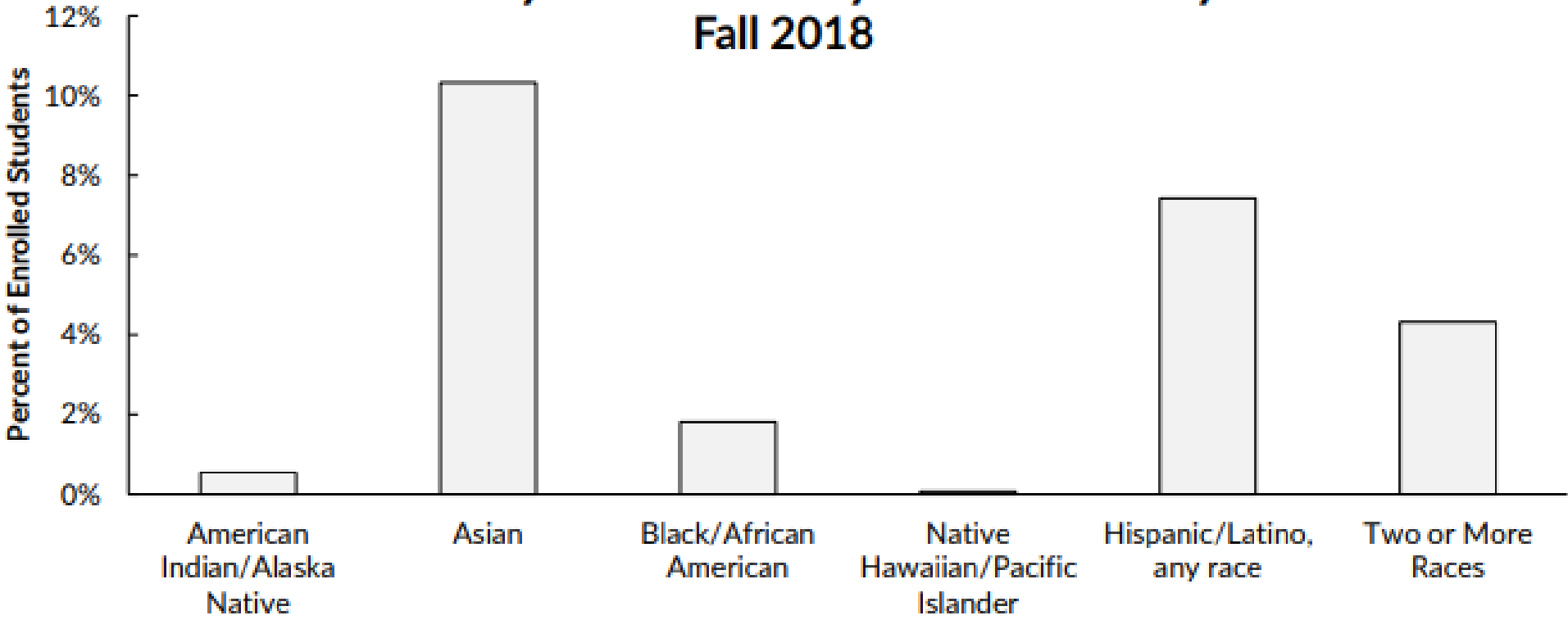
Hence, hard to create an effective team among the few URM scientists dispersed across departments at OHSU

Institution-wide blanket efforts to tackle the problem (i.e. CDI) may not be effective



Across departments, minority student representation well below national (and potentially Oregon) average

### Minority Enrollment by Race/Ethnicity Fall 2018



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# URM faculty are even more underrepresented at OHSU

		2018					
		Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	Total
<b>American Indian/ Alaska Native</b>	#	0	1	2	0	0	3
	%	0.0%	0.2%	0.2%	0.0%	0.0%	0.1%
<b>Asian</b>	#	47	70	178	51	0	346
	%	9.5%	14.0%	17.1%	8.7%	0.0%	13.2%
<b>Black/ African American</b>	#	3	5	13	4	0	25
	%	0.6%	1.0%	1.3%	0.7%	0.0%	1.0%
<b>Native Hawaiian/ Pacific Islander</b>	#	0	1	2	2	0	5
	%	0.0%	0.2%	0.2%	0.3%	0.0%	0.2%
<b>Hispanic/ Latino, any race</b>	#	14	21	34	29	0	98
	%	2.8%	4.2%	3.3%	5.0%	0.0%	3.7%
<b>Two or More Races</b>	#	2	3	10	1	0	16
	%	0.4%	0.6%	1.0%	0.2%	0.0%	0.6%
<b>Total Minority</b>	#	66	101	239	87	0	493
	%	13.3%	20.2%	23.0%	14.9%	0.0%	19%
<b>White</b>	#	430	399	800	498	11	2,138
	%	86.7%	79.8%	77.0%	85.1%	100.0%	81.3%

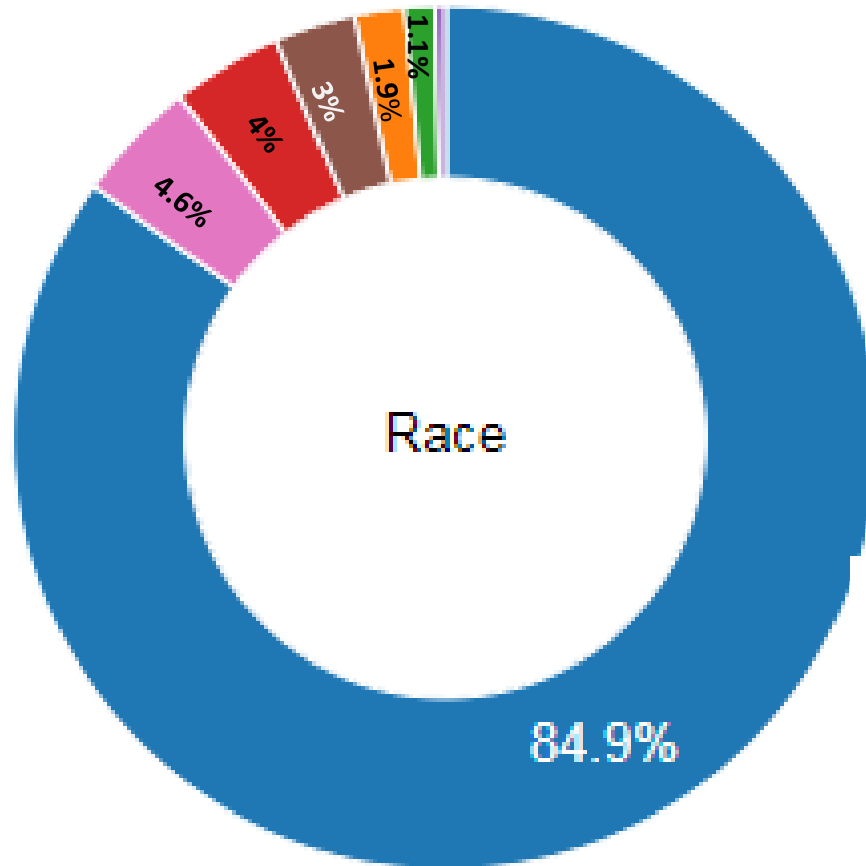
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# Our approach to overcoming said challenges

Enhance diversity of ideas in OHSU research teams by actively working to recruit and retain URM postdocs, and foster their growth into faculty membership at OHSU



# The demographics of OR point to the need for out-of-state recruitment efforts



- White
- Black or African American
- American Indian and Alaska Native
- Asian
- Native Hawaiian and Other Pacific Islander
- Some Other Race
- Two or More Races





Our goal:

To create a postdoctoral fellowship program that would help attract URM scientists to OHSU, and extract the ones already present from their respective departmental silos and create an effective cross-departmental team of diverse scientists at OHSU



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Initial bottlenecks that had to be overcome

Brief history and organizational structure of the program

Program's approach to creating a diverse team of URM scientists

Fellows' and PIs' assessment of the program

Lessons learned and future directions





# Initial bottlenecks that had to be overcome

## Funding

Enticing people to come to OHSU considering the demographics

The 'perceived' problem that it's not effective to "grow your own"  
look at counter examples (e.g. WASH U)



# Brief history

Founded in 2014 with a 250K pilot seed award to make OHSU as an attractive training institution for URM investigators, while leveraging NIH dollars targeting this population.

Primarily designed to recruit postdocs from outside OHSU who are U.S. citizens or permanent residents, in any biomedical discipline, and foster their growth @ OHSU

Initial goal was to use funds to recruit 2-3 fellows the first year.

In reality, funds extended to recruit 7-8 postdocs over three years due to the popularity of the program which made certain anticipated costs (e.g. advertising) unnecessary

15 fellows accepted so far.



# OFDIR administration



Damien A. Fair, P.A.-C., Ph.D.  
Associate professor, Behavioral Neuroscience, Psychiatry  
Principal Investigator: Typical & Atypical Brain Development  
Co-Principal Investigator: Longitudinal Imaging Study of ADHD Brain Development



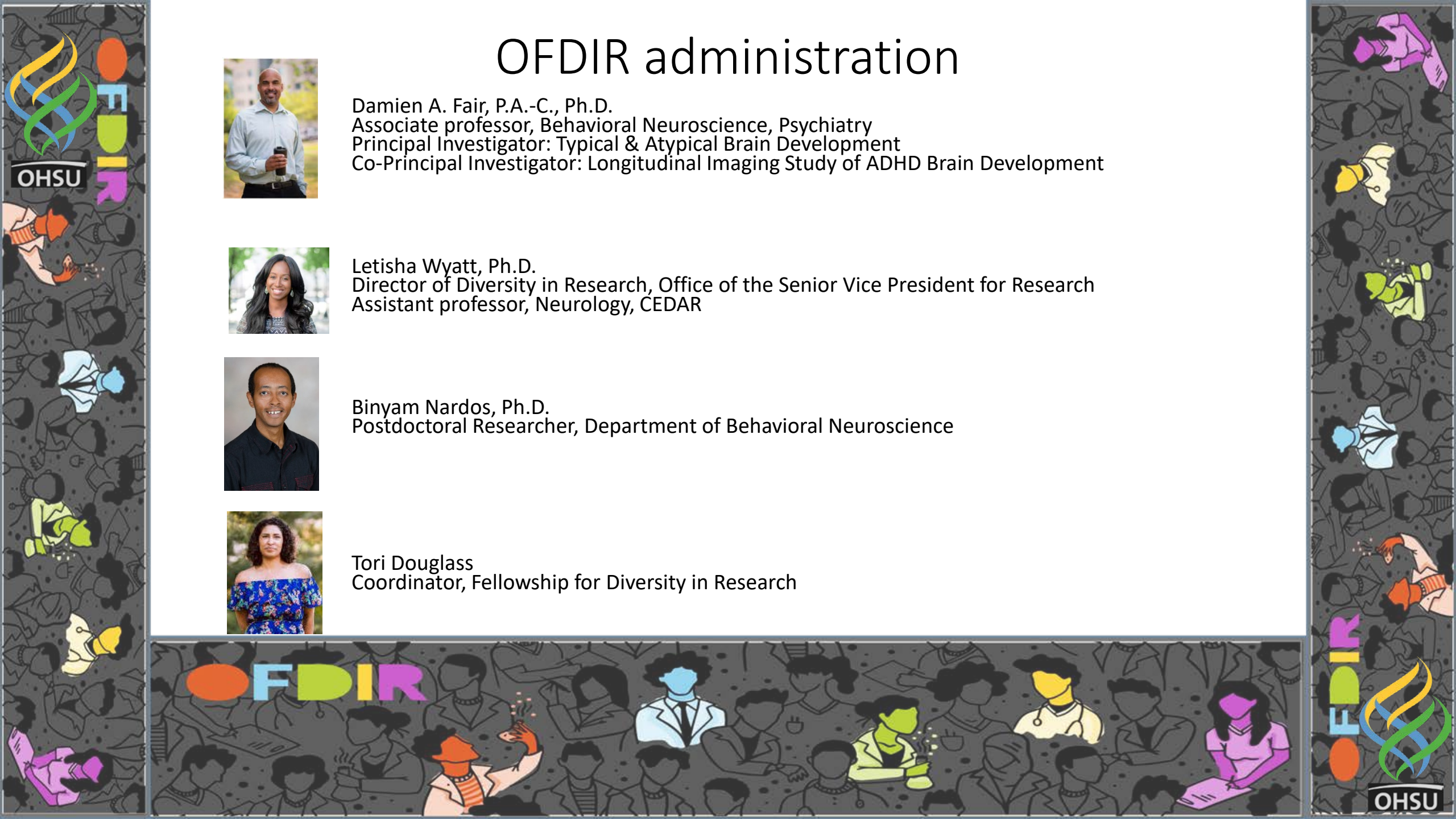
Letisha Wyatt, Ph.D.  
Director of Diversity in Research, Office of the Senior Vice President for Research  
Assistant professor, Neurology, CEDAR



Binyam Nardos, Ph.D.  
Postdoctoral Researcher, Department of Behavioral Neuroscience



Tori Douglass  
Coordinator, Fellowship for Diversity in Research



# OFDIR advisory committee: quarterly program assessment; fellow recruitment and selection

Research strategy and resource allocation; advise on overall programmatic goals; guidance to research mentors



Peter Barr-Gillespie, Ph.D. Chief Res. Off. & Exec. VP



Charles Thomas, M.D. Professor and Chair of Radiation Medicine

Cross-departmental community building, institutional diversity and inclusion initiatives



Brian Gibbs, Ph.D. M.P.A. VP of CDI



Jackie Wirz, Ph.D. Assist. Dean Grad. Student affairs

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# OFDIR advisory committee: quarterly program assessment; fellow recruitment and selection

Learning outcomes and assessment; trainee mentorship on scholarly writing/grantsmanship; professional development



Constance Tucker, M.A, Ph.D. Vice Provost for Educational Improvement and Innovation



Rachel Dresbeck Ph.D. Senior Director for Research Dev.

Formal Program evaluation



Adrienne Zell, Ph.D Co-director OHSU Evaluation Core

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# OFDIR provides critical financial support to springboard fellows to a successful research career

NIH-scale salary guaranteed for a year – Fellows encouraged to get funding ASAP, most do without using up funds.

Research enrichments funds (\$5000)

Moving expenses (\$3000)

Bridge funding - 100% salary up to six months to transition out of postdoctoral status





# OFSIR also provides professional/academic support critical for successful career advancement

Grant and manuscript writing support through the Office of VP of Research  
NIH diversity supplements

T32s

Individual development programs (IDPs)

Job seeking and negotiation skills workshops



Frequent scholar seminar sharing series ensure continued communication and research collaboration

Informal setting for sharing scholarly work

Pitch new proposals

Practice for job talks

Relationship and community building





# OFDIR routinely collaborates with other OHSU programs with similar goals

Department of Family Medicine postdoc program – in the process of beginning a formal partnership

BUILD/EXITO program – OFDIR fellows are research mentors to URM undergrads

Neuroscience postbac initiative – informal mentoring relationships, graduate school prep. advise.

Alliance for Visible Diversity in Science – a graduate student/postdoc driven program with outreach and diversity advocacy interests

Youth Engaged in Science (YES!) program - a program created to promoting STEM careers to URM students in Portland Public schools.

EQUITY/CURE internship programs run by the Center for Diversity and Inclusion

The logo for OFDIR, with the letters O, F, D, I, and R in orange, blue, green, yellow, and purple respectively, set against a background of a diverse crowd of stylized human figures.

Of course, frequent happy hours and socials are essential



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# OFDIR ensures that fellows have a sense of community in greater PDX

**Partners in Diversity / Say Hey** - works with companies to help recruit and retain professionals of color to the Oregon/SW Washington region.



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OFDIR ensures that fellows have a sense of community in greater PDX

**Urban league of Portland Young Professionals** - an affiliate of the National Urban League, invested in leadership development, education, healthcare, and elder care.



OFDIR

OHSU

# OFDIR ensures that fellows have a sense of community in greater PDX

**Portland African American Leadership forum** - advocacy, social services, government affairs, fundraising, economic development, public education and health care, with the goal of enforcing an action agenda that improves the health and wellbeing of local African Americans

**Good ppl pdx** - an e-mail listserv that connects a diverse group of “good people” throughout Portland to share information about community events, social activities, job postings, outreach opportunities, and current events



# What our fellows have accomplished

SD.. Associate Scientist at CEDAR overseeing several projects

JP –Won a K99 -> negotiating R00 at OHSU (among other offers)

OMD – Assistant Research Scientist at OHSU

MD – Funded and on the job market (teaching faculty)

TA - teaching in Seattle

GS – promising teaching faculty position in Arizona

AJ, JG, RH – all funded via RO1 diversity supplements



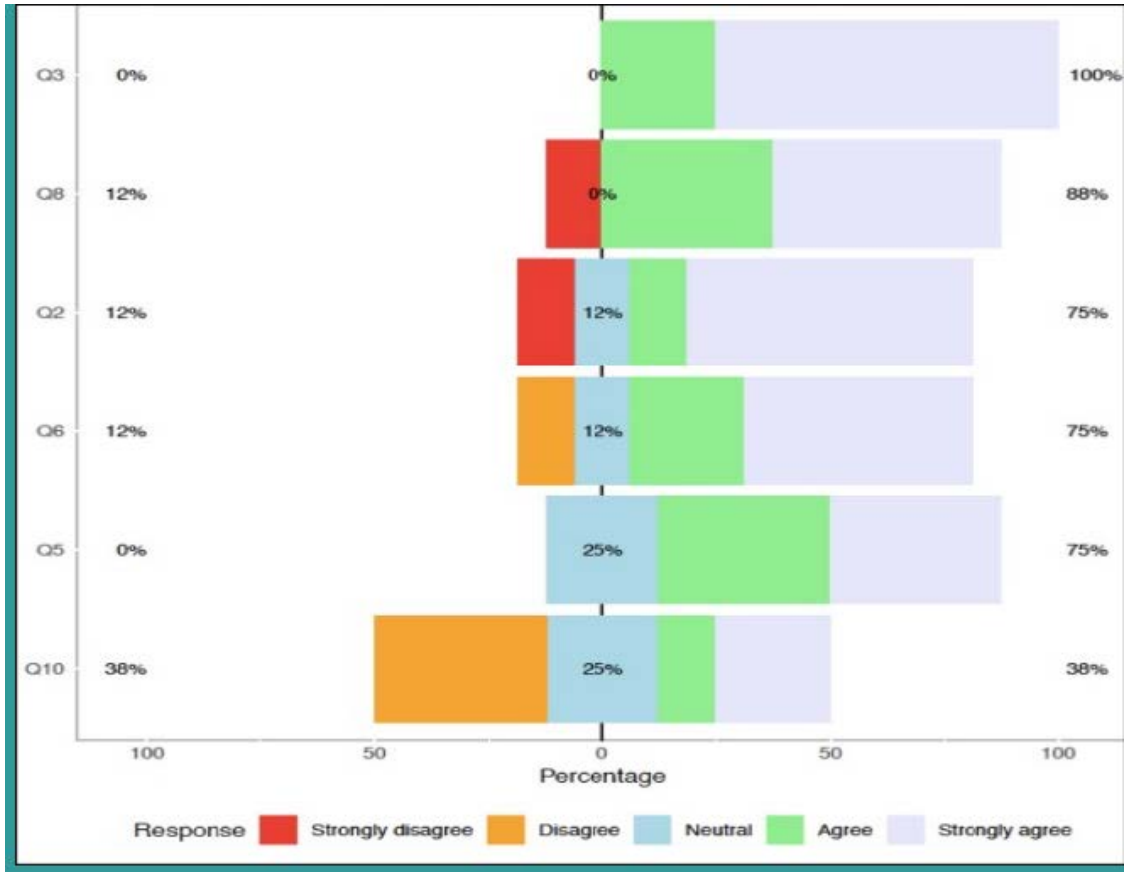


How do OFDIR fellows assess the program's efforts to create an effective team of diverse scientists?



# Fellows attitudes

- I feel supported by OFDIR admin
- The culture of my lab is inclusive
- I feel supported by my lab/PI
- Invested in academic career post fellowship
- Invested in academic career pre fellowship
- The culture of OHSU is inclusive







# Likelihood to Recommend Fellowship



Highly Unlikely (0%)   Unlikely (0%)   Neutral (0%)  
Likely (12.50%)   Highly Likely (87.50%)



# Programmatic Activities for Academic/Professional Development

## Do this first:



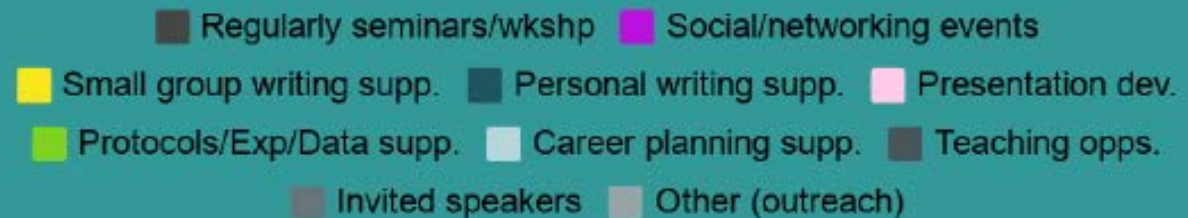
Career Planning Support



Help Find Teaching Opportunities



Person Grant/Manuscript Writing Support



**FDIR**

**FDIR**

# How could your fellowship experience be improved?

"I think more meetings often over the course of the year where we get to see updates from other fellows."

"There are many ways in which the OFDIR program could be improved. Beyond, the title, and financial incentives to move, I'm not sure that I can see the all the perpetual benefits. The OFDIR program, as it exists, primarily serves as a recruitment, and relocation service. The program purports to offer support, and that has a certain verisimilitude, but it's not clear to me how the program does this. As a post-doc that has aspirations for an independent laboratory, I think it would be beneficial to have career-development guidance as part of the training."

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# How could your fellowship experience be improved?

"More regular interaction with OFDIR administration and Fellows"

"This is all related to making the PIs more accountable for what we should be doing, helping us with advancing our careers, and not holding us back because they are looking for the next big paper and get bogged down in unnecessary details and experiments. It just makes us take longer to get stuff out, and then we look less productive, and it is the roadblock that we can't get around. We should not have PhDs and still have to beg to be listened to or have our ideas just shot right down."

"I would have liked to have had more interaction with the directors of the fellowship and other fellows to help in catching problems early on and also allow for a safe place to voice concerns regarding our own lab environments."

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# Has the OFDIR Fellowship met your expectations?

"I was expecting more career development support from my PI. Also, a research plan from the onset of the fellowship would be helpful to provide clarity as to what the expectations are for training."

"The fellowship was instrumental in allowing me to continue my postdoctoral training at OHSU over the last year, however I unfortunately, did not find that my PI understood the goal of the OFDIR fellowship and in some ways hindered my ability to develop a project of my own."

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# In your opinion, what are the strengths of the OFDIR fellowship?

"Investing on diverse scholars. Grant writing support with Rachel Dresbeck."

"The OFDIR fellowship allows an oasis of comfort among an environment that is less than inviting to people of color."

"The networking, workshops, dinners, and learning about resources."

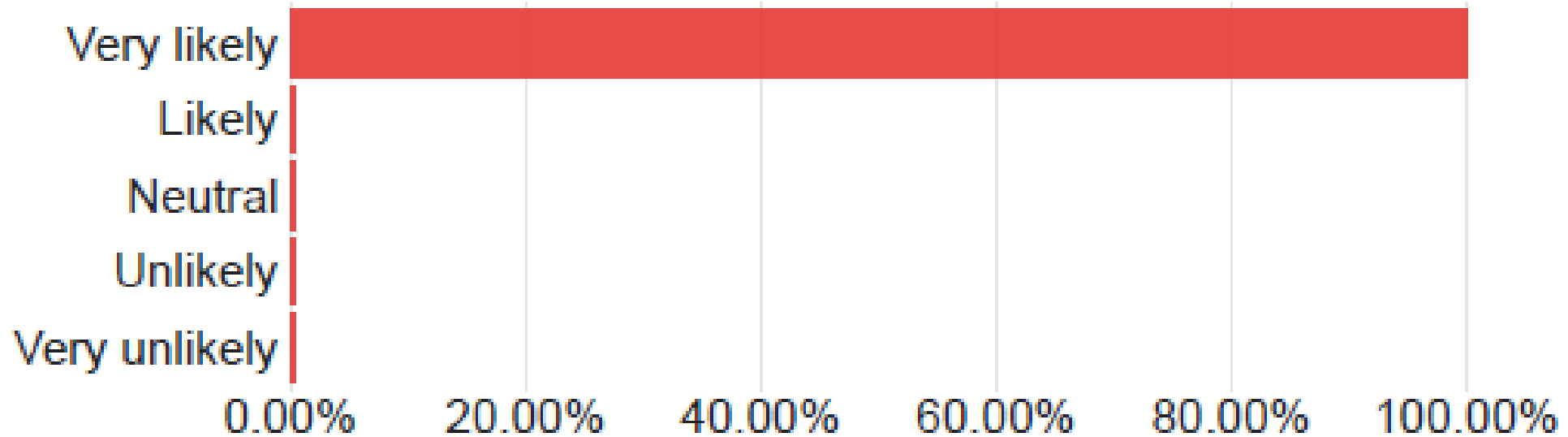




How do the PIs employing OFDIR fellows assess the program's efforts to create an effective team of diverse scientists?



# How likely are you to recommend the OFDIR fellowship to other investigators?



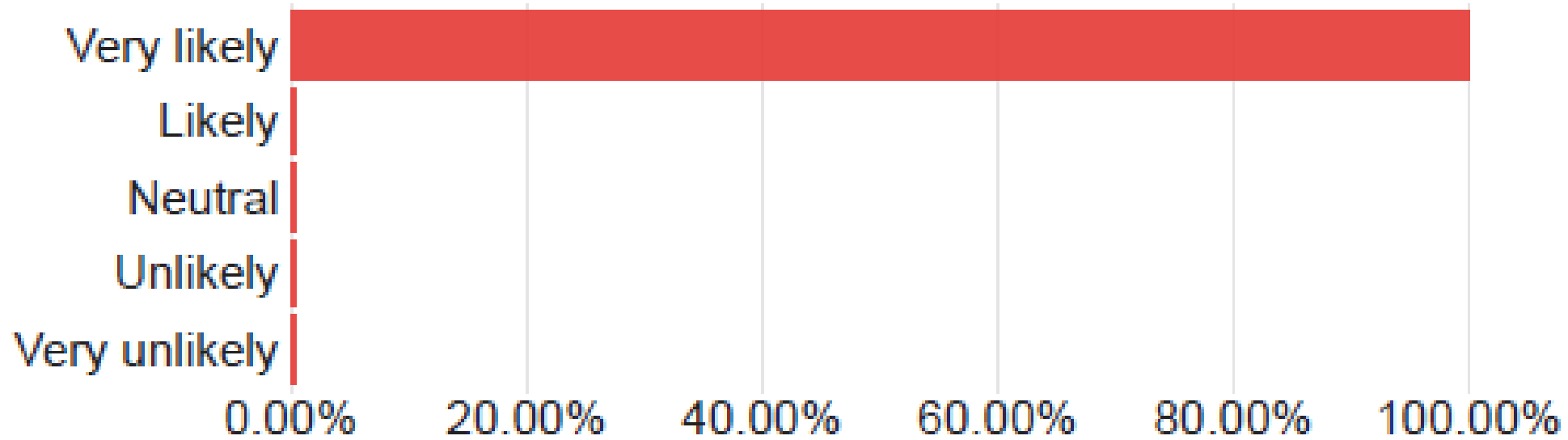
OHSU

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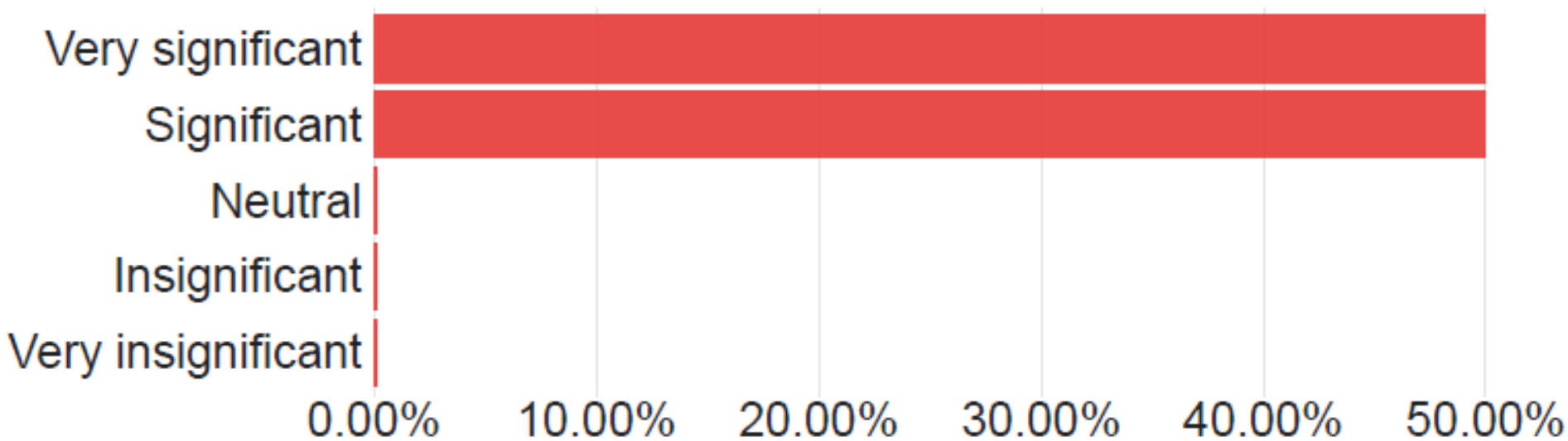
OHSU



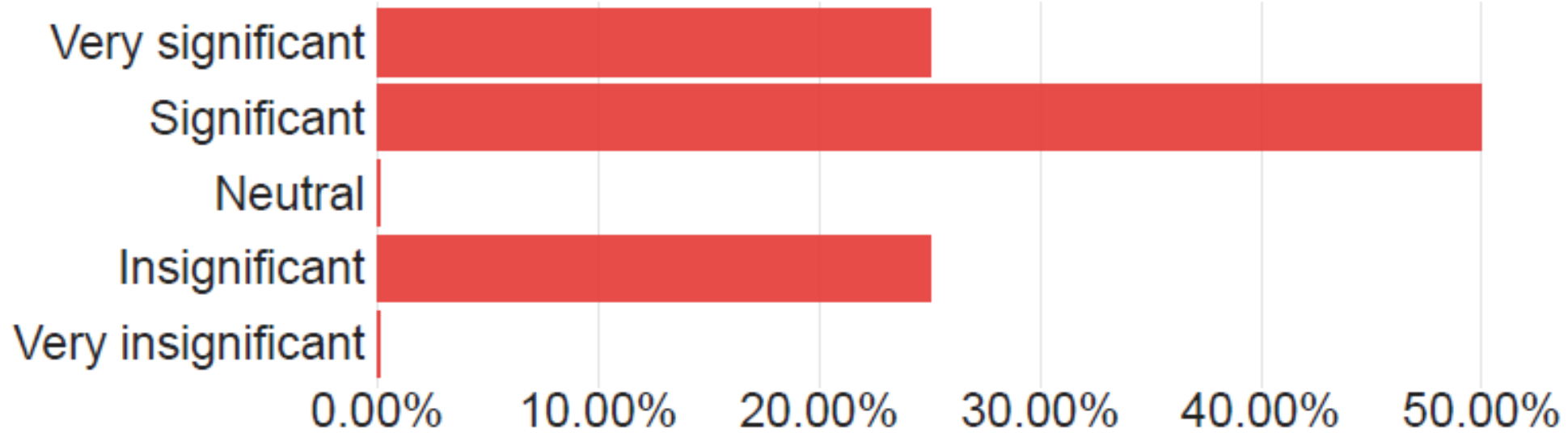
# How likely are you to recommend the OFDIR fellowship to potential fellows?



# How significant of a determinant was OFDIR in your decision to take on a postdoc



# How significant of a determinant was OFDIR in your decision to take on a URM postdoc?



# What did you find most attractive about OFDIR?

It is a funding that would impossible to get from other places, and addresses such an important aspect of research.

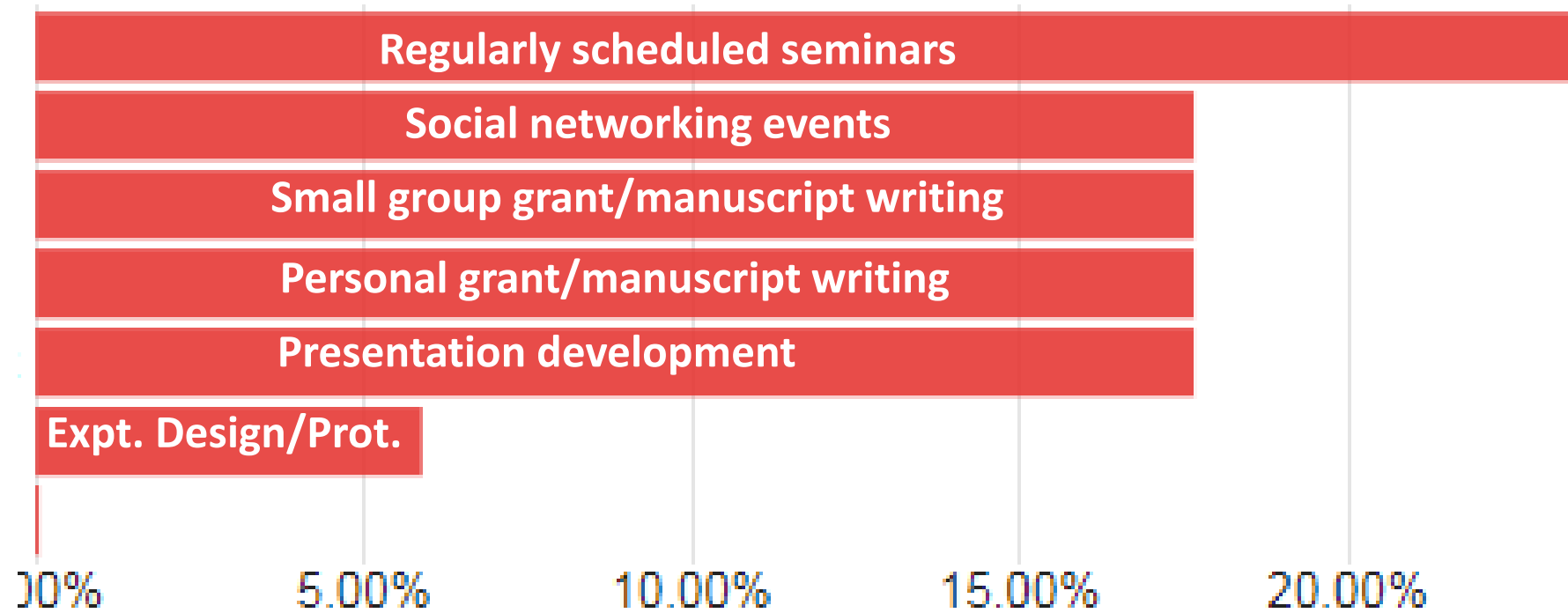
The program made it possible to hire a new postdoc and I appreciate the chance to further OFDIR's goals.

Financial and career support for the fellow

I think it is a fantastic program that meets a very clear need of increasing diversity at OHSU. If anything, it should be expanded.

OFDIR

# What kinds of programming activities would you like to see developed to support OFDIR fellows?



OFDIR

# Lessons learned and OFDIR's ongoing response

Anticipating and being proactive about mentor/mentee challenges  
(compacts/agreements)

IDP (research and career plans)

Building in program evaluation (importance for program evolution as well  
as reporting/funding)

More formal career development workshops

Teaching and non-traditional career opportunities



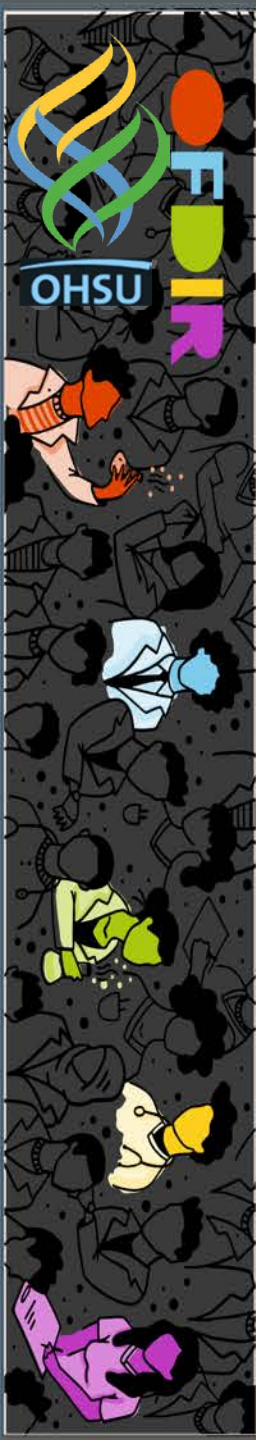
# Where are we now and where are we headed?

Now under the Office of the SVPR

Permanent budget through "Strategic Planning Fund" aimed at diversity up to \$350K/year.

New potential partnership with the postdoctoral fellowship program at the Department of Family Medicine





Thank You!

