



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

University of Colorado Department of Medicine Equity and Inclusion Policy for Department Committee Membership

Purpose

The purpose of this policy is to ensure balanced gender, ethnic, and racial composition of all Department of Medicine (DOM) committees that have decision-making responsibilities.

General Information

For the purposes of this policy we differentiate between three types of DOM committees:

1. Standing committees
2. Search committees
3. Ad-hoc committees or any committee with decision-making responsibilities

POLICY 1: COMMITTEE COMPOSITION WILL BE BALANCED

The DOM supports diversity and considers the inclusion of all genders, racial, and ethnic groups on high-impact committees to be of the utmost importance. DOM committees should reflect the gender, racial, and ethnic distribution within the DOM.

1. The aspirational goal for all committees is to achieve a gender and diversity balance that is in line with our campus at large.*
2. Committees will strive for a balanced representation from groups under-represented in academic medicine.** We are sensitive to the need to include under-represented individuals in all committees but, as the size of the pool of potential under-represented committee members is small, we will be cognizant to avoid over-taxing these individuals.
3. For all DOM standing, ad-hoc or search committees, there will be a minimum of one person trained in equity and balance advocacy either serving on or instrumental in deciding the makeup of the committee. This person will have participated in face-to-face implicit bias workshops and/or been trained through the BRIM (Bias Reduction in Internal Medicine) program.
4. When appropriate and feasible, selection and search committees will include trainees (fellows, residents, postdocs).
5. Division heads are strongly encouraged to adopt similar approaches for all search and standing committees within their divisions.

Communication and Transparency

1. This policy and the composition of all DOM committees will be posted on the DOM website, social media, newsletters and circulated to all chairs of committees. The DOM Communications Director will update the website and all communications as changes are made. DOM policies will comply with CU Anschutz institutional policies on equity and inclusion practices.
2. As each new committee is formed, or for standing committees once per academic year, membership will be reviewed by the EOC for their gender, racial and ethnic self-identification.
3. Posted information for all Department-level committees will include, at a minimum, the following Information:



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

- Contact information for the Committee Chair / Co-Chairs
- Committee composition (member self-reported gender, race, and ethnicity) reported as meets goals, or not yet meeting goals.
 - See the Equity Oversight Committee survey
- Duration of service for each committee member

Process and Implementation

1. Each DOM Committee Chair will be responsible for ensuring an appropriate gender, racial, and ethnic makeup of her/his DOM committee. Where balanced representation is not available in the first instance due to members being elected or appointed ex-officio, the Committee may seek to a) expand the committee, b) appoint a deputy chair from an appropriate underrepresented group, c) seek members from outside the Department and/or reassign members to achieve balance.
2. Every effort will be made to arrange for DOM committee meetings at times that will not disadvantage or preclude the participation of people with primary caregiving responsibilities or who are working part-time. For example, the Chair might consider varying the schedule of meetings so as not to systematically exclude individual committee members.
3. The Committee Chair and/or Equity Advocate on each committee will ensure committee members complete the URM survey, in order to better understand the makeup of the committee. If equity goals are not met, every effort will be made to improve this balance (as above). The EOC can assist with this process if requested. If these goals continue to not be met, the EOC will inform the Vice Chair for Diversity and Justice. The Vice Chair will then communicate with the Committee Chair and/or Division/Department Head who will then be asked to propose corrective measures. If Committee Chairs have not corrected the inequity within twelve months, the EOC, Vice Chair, and Division/Department head will discuss corrective actions.
4. An annual scan of committee membership will be conducted by the Equity Oversight Committee. The review will include a high-level assessment of diversity and gender equity in Committee Chairs / Co-Chairs.
5. Division heads are strongly encouraged to adopt similar approaches for all search and standing committees within their divisions.

POLICY 2: ALL DOM COMMITTEE MEMBERS WILL BE REQUIRED TO UNDERGO UNCONSCIOUS BIAS TRAINING

Current Standing DOM Committees (member commitment 12 months or more)

- Promotions and Tenure – Associate to Professor and Tenure
- Promotions and Tenure – Assistant to Associate Professor
- Mid-Course Review Committee (MCR)
- Program to Advance Gender Equity Committee
 - Subcommittees include the Gender Equity Implementation Task Force (GEI-TF) and the Compensation Equity Task Force (CE-FT)
- Expert Council for Clinical Excellence and Leadership (EXCCCEL)
- Outstanding Early Career Scholars Program (OECSP)
- Equity Oversight Committee (EOC)



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

- Program for Academic Clinician Educators (PACE) committee/taskforce
- Any newly formed DOM committees

1. The DOM Vice Chair for Diversity and Justice will join all major DOM committees at the beginning of their term/convening to discuss implicit bias and best practices in hiring in academic medicine. If adopted for division level committees, this role will be assumed by division equity advocates.
2. Standing committee chairs / co-chairs and members shall participate in bias trainings offered throughout the year by the DOM.
3. Members should also complete the following SKILLSOFT online courses on bias and diversity and submit a completion certificate to the committee Chair or diversity advocate within 6 months of initial appointment to the committee.

Required courses:

- Understanding Unconscious Bias – 25 minutes
- Overcoming Unconscious Bias in the Workplace – 25 minutes

Recommended course: (optional)

- Overcoming Your Own Unconscious Biases – 22 minutes Harvard Implicit Association Test, gender and skin color <https://implicit.harvard.edu/implicit/education.html>
4. Committee chairs will be required to report annually on chair and committee member training compliance to the Equity Oversight Committee. Chairs of committees who are noncompliant with the DOM committee training policy will be given six months to address non-compliance. Committee members, including the Chair / Co-Chair, who have not yet achieved these goals will work with the EOC and DOM leadership to affect the appropriate change.
 5. All newly hired DOM leaders (Division Heads, Program Directors, Vice Chairs) are encouraged to participate in the comprehensive bias training offered by DOM within their first year on faculty.
 6. Only faculty who have participated in face-to-face bias workshops will be considered for DOM Standing, Ad-hoc Committee Chair / Co-Chair positions. A list of faculty who have completed the training will be available online or by request to the Vice Chair Diversity and Justice.
 7. Foundations of bias workshop will be made available on a regular basis and dates will be published online.
 8. Committee chairs will use the checklists provided to track progress and compliance with the stated policy. (See Attachment A)

Search Committees

1. All search committee members, including the Chair / Co-Chair(s), must complete Search Committee Training: Recruiting Diverse Talent to the University (Skillsoft search criteria: Search Committee) as specified by University of Colorado rules.
2. Chairs/Co-Chairs are responsible for ensuring all committee members have completed the required online course by the second committee meeting. Evidence of compliance will be provided to the Equity Oversight Committee at the formation of each search committee and/or on an annual basis.



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

3. Committee will have access to a recruitment toolkit with methodology on how to create a neutral and unbiased job description, evaluating applications with nontraditional components and a list of interview questions. When drafting the job description, committee should use inclusive, unbiased, ungendered language (utilize “all genders” instead of women and men). Committee may use programs that scan documents for evidence of biased language: <http://gender-decoder.katmatfield.com> - <https://textio.com>
4. Job postings should require that applicants provide a statement related to equity and diversity.
5. A report of the entire selection process with a focus on how applicants were selected will be generated and submitted before the final candidates are invited for a visit. This report will be reviewed and approved by DOM Vice Chair for Diversity and Justice.

DOM Ad-hoc Committees

1. Chairs / Co-Chairs will ensure all committee members complete required online courses by the second committee meeting. Evidence of compliance must be provided to the Equity Oversight Committee.
2. Ad-hoc committee members and leadership (chair / co-chairs) are required to complete the following online unconscious bias courses and submit a completion certificate to the committee Chair.

Required courses:

- Understanding Unconscious Bias – 25 minutes
- Overcoming Unconscious Bias in the Workplace – 25 minutes

Recommended courses:

- Harvard Implicit Association Test, gender and skin color
<https://implicit.harvard.edu/implicit/education.html>

Note: Ad-hoc committee members whose primary appointment is outside the DOM are not required to complete unconscious bias training although it is highly recommended. This ensures there is not an undue burden on Ad-hoc committee members who are volunteering their time on a DOM committee.

Divisional committees should consider adopting similar approaches.

POLICY 3: EACH SEARCH COMMITTEE WILL INCLUDE AN EQUITY AND DIVERSITY ADVOCATE

Equity Advocates will serve on the search committee or serve as an advisor to the committee. The Advocate shall have participated in one of the foundational bias workshops offered in the DOM. In addition, the advocate will have taken and passed the online Skillsoft courses described above.

The Advocate may or may not participate in selection of the top three candidates for the stated position but will ensure that all DOM policies regarding diversity and equity in DOM committees are followed.

The Advocate will ensure that the following three questions are asked of all finalists:

1. What programs or initiatives have you developed that promote gender equity and diversity?
2. How successful have these programs/initiatives been?



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

3. What specific steps would you take to ensure balanced representation of all genders and individuals under-represented in academic medicine in leadership positions?

The Equity Advocate will ensure the policies stated in this document are followed and track committee composition to be communicated to the Equity Oversight Committee.

POLICY 4: SEARCH COMMITTEES WILL PROVIDE A WRITTEN STATEMENT OF JUSTIFICATION IF ONE OF THE FINALISTS IS NOT A WOMAN OR UNDER-REPRESENTED MINORITY

Although participation of the Equity Advocate as well as introduction of the policies stated in this document should mitigate this concern, if applicant diversity is not achieved during the initial application process, the committee chair will provide documentation of the process used to identify candidates to the Vice Chair of Diversity and Justice.

If the Vice Chair deems that the search was not extensive enough, they will recommend that the search should be expanded or extended. Search committees should expand searches to include candidates in the AAMC Group on Diversity and Inclusion, Group of Women in Medicine and Science, Committee of Professional Women in Medicine, Committee of past ELAM participants, National Hispanic Medical Association, Interamerican College of Physicians and Surgeons.

Exceptions may be made by the DOM Chair and Vice Chair if there are compelling reasons for lack of diversity or gender balance in the pool of finalists. Otherwise, the search for qualified candidates must continue.

**As of June 2019, the DOM is composed of 62% women and 18% URM, including research assistants and administrative staff.*

***URM (under-represented minorities in medicine) are those under-represented in science and medicine as defined by the National Science Foundation as well as by CU, including: Hispanics, African Americans, Native Americans, Native Pacific Islanders and Eskimo, Vietnamese, Phillipino, African, differently abled people and any other protected class category deemed under-represented by CU.*

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