

NIH Scientific Workforce Diversity Seminar Series

**#SWDSS**

# *Leadership Viewpoints on Creating Culture Change Through Cohort Recruitment*

**Wednesday, February 23, 2022**



National Institutes of Health  
Office of the Director  
Chief Officer for Scientific Workforce Diversity

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# Reenvision the Norm: Cohort Hiring

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# Grounding Our Work in Harvard Medical School Mission and Community Values

## Harvard Medical School Mission

- To nurture a diverse, inclusive community dedicated to alleviating suffering and improving health and well-being for all through excellence in teaching and learning, discovery and scholarship, and service and leadership.

- Collaboration and Service

- Diversity & Respect

- Integrity & Accountability

- Lifelong Learning

- Wellness & Balance

- We value and respect all individuals for their unique perspectives, experiences, and potential to contribute.
- We foster a culture of inclusion and engagement, and communicate respectfully.
- We seek diversity and promote **equity and social justice**

# Reimagine the Search Process

## Engage Full Leadership

- Dean
- All Basic and Social Science Department Chairs
- Dean's Offices
  - Clinical and Academic Affairs
  - Faculty Affairs
  - Diversity Inclusion and Community Partnership
- HMS-Affiliate Institution Leadership

## Department Chairs Set the Stage

- Delineate common goals and values decided through many discussions
- Intentionality
  - Disrupt the norm
    - ✓ Move from predefined one department perspective to cross boundaries
  - Embrace Inclusive Excellence
  - Expand recruitment beyond traditional networks
  - Establish common procedures for assessment
  - Create a transparent process

# Reimagine the Search Process

## Engage Community

- Tap diverse networks for recruitment
  - 1,600 letters sent
- Review of scholarship, research and teaching excellence by full committee
- Review of diversity statements by full committee, plus CAA and DICP leadership
- Unconscious Bias Training for all committees
  - Committee of Chairs
  - Departmental Committees

## The Search to Recruit Four Tenure Track Assistant and Associate Professors

- 681 Applications received and reviewed
- 80 Applicants move to departmental level review
- 16 Applicants deliver Chalk Talks, meetings with department faculty and leadership and with DICP
- 8 Offers made
- 6 Accepts to date

# HMS Cluster Hire Moving Forward

## **Build Community**

- Build pathways and maintain connections
- Establish cross-institution and cross-department bridges
- Recognize multiple identities – Build Communities within Community
- Mentor and Sponsor
- Engage community in culture change
  - Quad Diversity Committee
  - HMS Black Postdoc Association
  - HMS Female Leaders in Science
- Evaluate and hold accountable

**Better Together:  
A Future Built on  
Inclusive  
Excellence**

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Thank you