Leadership Viewpoints on Creating Culture Change Through Cohort Recruitment

Wednesday, February 23, 2022
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.

**Diversity & Respect**
- 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.

**Collaboration and Service**

**Integrity & Accountability**

**Lifelong Learning**

**Wellness & Balance**
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
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
Thank you