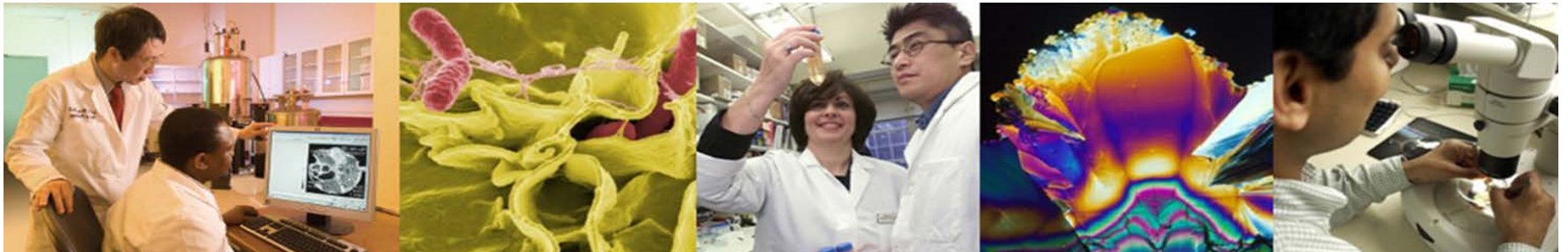


# Working Group on Diversity—UPDATE

Hannah A. Valantine, MD, MRCP  
Chief Officer for Scientific Workforce Diversity  
National Institutes of Health

Advisory Committee to the Director—December 11, 2014



# Working Group on Diversity Update

## Presentation Outline

1. The *Enhancing the Diversity of the NIH-Funded Workforce* program:
  - Launch and Implementation Phase Management
2. Efforts to enhance diversity within the NIH Intramural Research Program (IRP)
3. National Strategy to Enhance Scientific Workforce Diversity

The background features a large, colorful grid of interlocking puzzle pieces in shades of blue, yellow, green, and pink. Scattered around and on top of these pieces are several 3D human figures in various colors (blue, brown, green, pink, yellow) in various poses, some with arms raised, suggesting a diverse and active workforce.

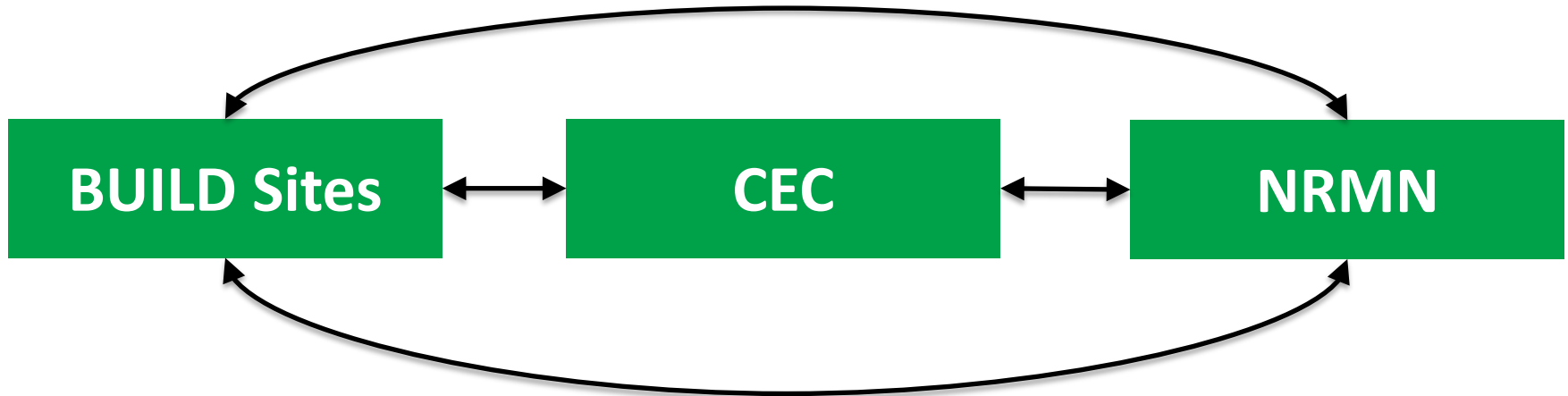
# Enhancing the Diversity of the NIH-Funded Workforce

NOVEL. INNOVATIVE. TRANSFORMATIVE.

**Pipeline. Mentoring. Evaluation.**

# The Diversity Program Consortium

## 3 Highly-Integrated Initiatives



**COSWD**

Oversight, Management and Accountability

# Implementation of a Major ACD WG Recommendation: NIH Transformative Diversity Initiative

## *Pipeline, Mentoring, Evaluation*

Awards made October 2014

**BUILD: 10 sites**

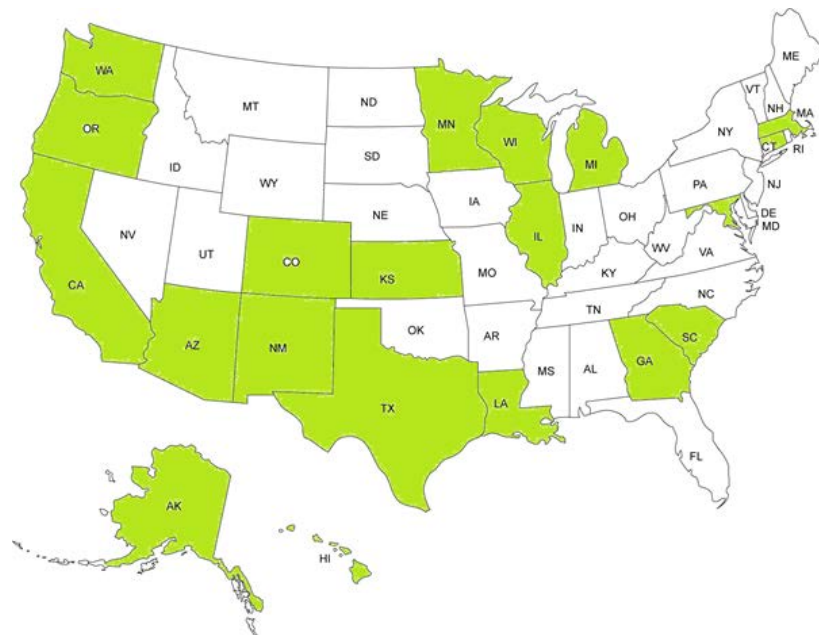
**NRMN**

**CEC**

**Total funding: \$31.3 M/yr (5 yrs)**

### **BUILD**

- California State University Long Beach
- California State University Northridge
- Morgan State University
- Portland State University
- San Francisco State University
- University of Alaska Fairbanks
- University of Detroit Mercy
- University of Maryland Baltimore County
- University of Texas El Paso
- Xavier University of Louisiana



### **NRMN**

- Boston College
  - Morehouse SM; U. Min.; U. North Texas; U. Wisconsin

### **CEC**

- University of California Los Angeles

# Enhancing the Diversity of the NIH-Funded Workforce

## Overarching Goal:

Merge social science with biomedical research training to *develop and test new approaches to training and mentoring on a large scale*

- **Building Infrastructure Leading to Diversity (BUILD)**

INFRASTRUCTURE

FUNDING

BROADENING  
PARTICIPATION

- **National Research Mentoring Network (NRMN)**

MENTORING

NETWORKING

- **Coordination and Evaluation Center (CEC)**

ACCOUNTABILITY

# Program Initiatives



- **Building Infrastructure Leading to Diversity (BUILD):**
  - Experimental training awards: how to attract & retain students from diverse backgrounds into biomedical research workforce
- **National Research Mentoring Network (NRMN):**
  - Nationwide network of mentors from variety of disciplines:
    - Define best practices for mentoring at all career stages
    - Training for mentors
    - Networking & professional development for mentees
- **Coordination and Evaluation Center (CEC):**
  - Rigorously evaluate BUILD and NRMN programs to determine **WHAT WORKS AND FOR WHOM**
  - Dissemination of successful training and mentoring strategies

Awardees will work together as a consortium in partnership with the NIH

*“How is this different from other NIH-funded diversity programs?”*

## Critical Features of the Consortium

- **Consortium-wide “hallmarks of success”**
  - Intermediate measures of successful progression toward a biomedical research career
  - Academic and **psychosocial (stereotype threat; belonging; unconscious bias; science identity)**
  - Adjust specific plans to work toward consortium
  - New ways of training and mentoring
- **Evaluation**
  - Evaluation in real time; multiple metrics to assess impact
  - CEC works with sites to develop tailored assessment plans
- **Dissemination**
  - Lessons learned will be broadly shared



# NRMN Innovation — <http://nrmnet.net/>

- **Diverse leadership** across race, ethnicity, gender, geography
  - Mentoring, networking, mentor training, professional development
- **Regional hubs** (5) – building capacity
  - Partnership (majority, HBCUs, HSIs, and TCUs), BUILD recipients, societies
  - Via a proven online web portal
- **URM postdocs and junior faculty** – focus on grantsmanship
  - Proven track record in mentoring trainees to successfully prepare fundable NIH grants
- **“Train-the-trainer”** – large-scale implementation of mentoring
  - Include cultural responsiveness and competency

National Research Mentoring Network (NRMN)

Mentoring to Diversify the Biomedical Workforce

[Home](#)

[Join NRMN](#)

[About NRMN](#)



NRMNet Mentoring  
and Networking



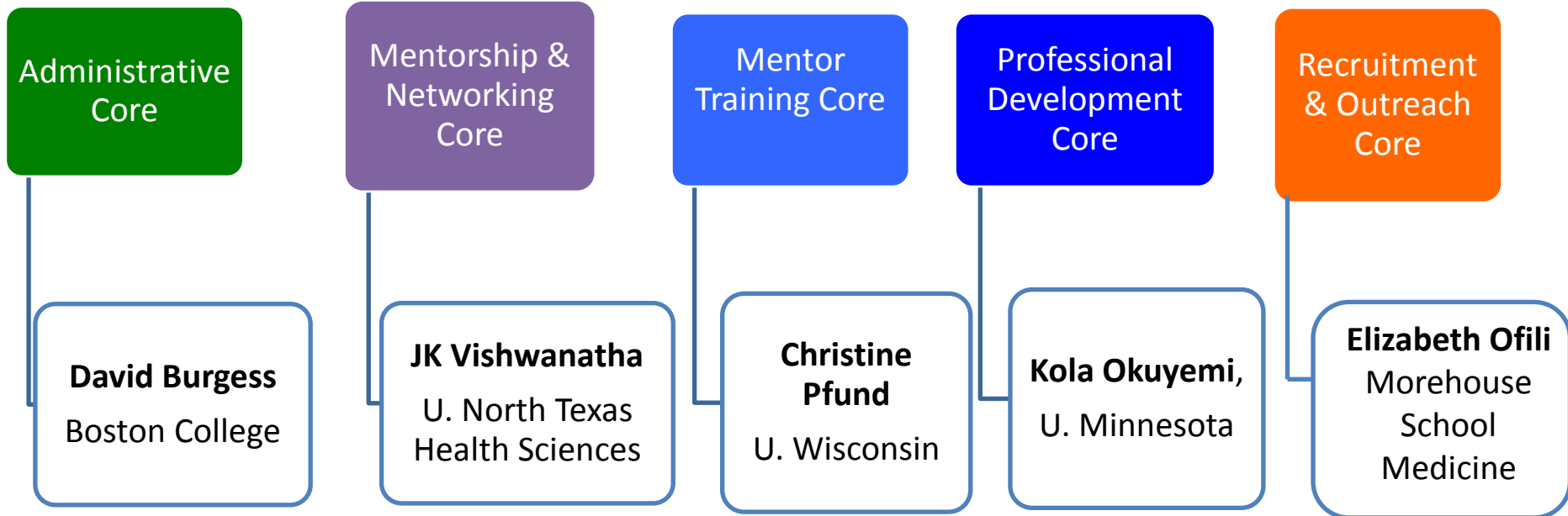
Mentor Training



Professional Development

# NRMN

## The Core Structure



# STEM BUILD@UMBC

AN HONORS UNIVERSITY IN MARYLAND

- Building upon successes
  - UMBC “**collateral synergies**” strategy aims to harness general student success from the success of specialized programs.
- Investment in “active learning” to increase the efficiency of learning
- Target: students with an interest in pursuing STEM but at risk of attrition

# Biomedical Learning and Student Training (BLaST)



- Program aims to enhance integration of rural locations via University of Alaska Fairbanks and their partners
- Focus on academic enrichment activities and skill development workshops
- Participants include Alaska Natives, academically disadvantaged, low-income, and first-generation college students
  - All prevalent in **rural Alaskan populations**

- Redesign of research training and mentoring informed by **Critical Race Theory**. Elements include:
  - Emphasizing experiential knowledge
  - Challenging dominant ideologies
  - Commitment to social justice
- Ultimately, CSUN will create a new Health and Health Disparities Research Center
  - Focus on culturally competent mentorship
  - Methods developed will be a model for other research training programs

# COSWD Near-Term Goals



# COSWD Near-term Strategic Goals

*Build a diverse trans-NIH scientific workforce that is a model for capturing the most talented into biomedical research*

## NIH Intramural Program

1. Establish the NIH Intramural Research Program (IRP)  
“Hub” for Innovation in Scientific Workforce Diversity:  
transition stage in the career path
2. Create climates of inclusion and sense of belonging for the scientific workforce (using social science)\*
3. Assemble an interdisciplinary and diverse team to define and execute a robust research agenda for discovery and implementation science of diversity.

# Expand Diversity in the IRP

## ACTION AREAS

- Recruitment and retention
  - **Targeted searches** for identifying candidates
- Leadership and professional development for postdocs and early tenure track PIs
  - **Pilot programs**
  - **Diversity in trainee programs**
- Enhance the NIH climate of inclusion and belonging
  - **Intervention for unconscious bias**
- Building partnerships with diverse institutions
- Leveraging new disciplines (e.g., data science) as **opportunities to attract** next generation researchers<sub>16</sub>



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# NIH Intramural Investigator Workforce

GENDER	October 1, 2014
<b>Females</b>	<b>82 (38%)</b>
Males	133 (62%)
<b>TOTAL</b>	<b>215</b>

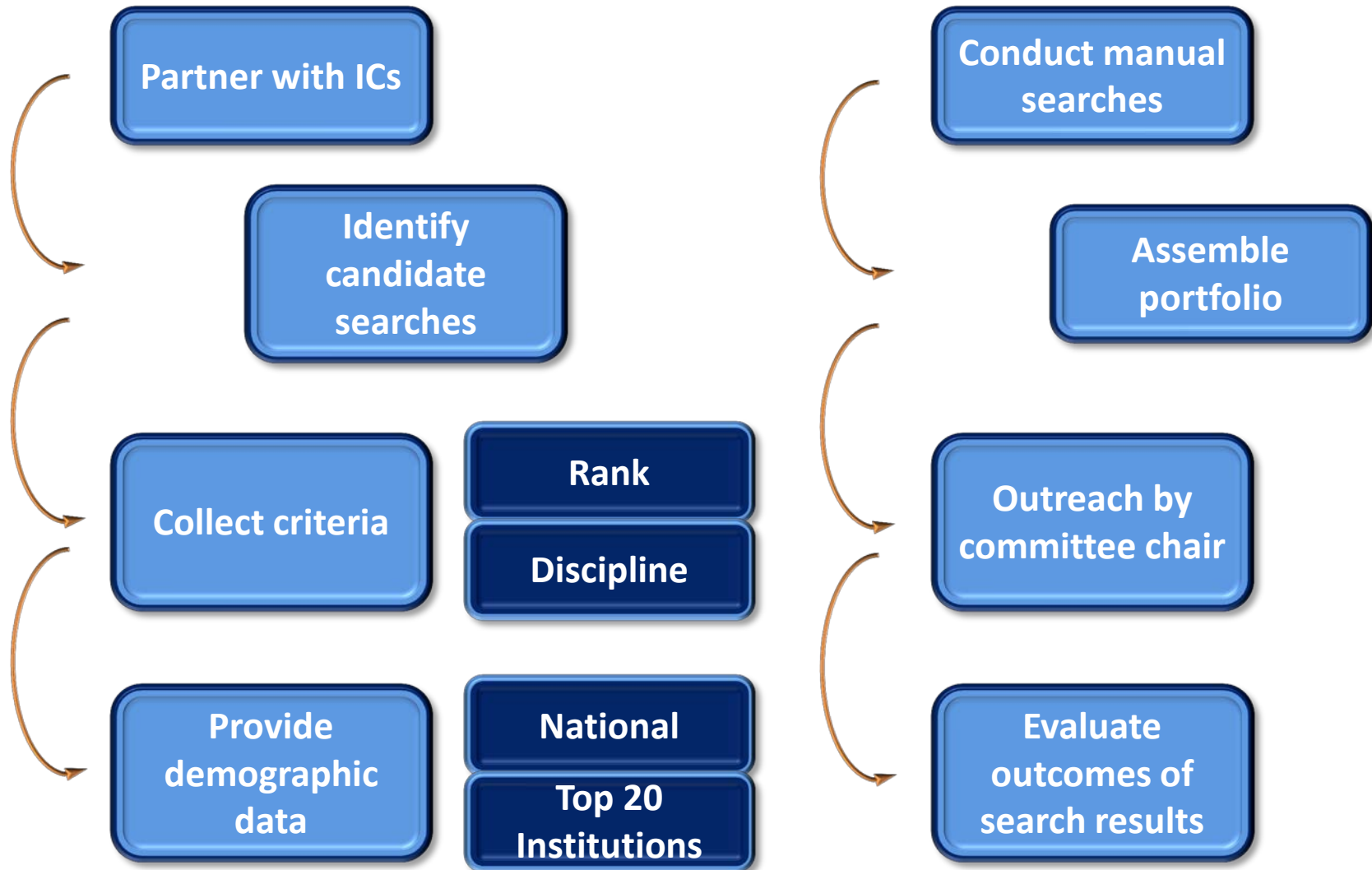
RACE/ETHNICITY	October 1, 2014
<b>African American</b>	<b>3 (1.4%)</b>
<b>Hispanic</b>	<b>10 (4.7%)</b>
<b>Native American</b>	<b>1 (0.5%)</b>
Asian/Pacific Islander	69 (32.1%)
White	132 (61.4%)
<b>TOTAL</b>	<b>215</b>

# Diversifying Candidate Pools

- ICs report barriers: lack of diverse candidate pools ranked at top of the list
- Limitations:
  - Where to outreach
  - Knowledge about targeted recruiting
  - Awareness of psychosocial issues faced by candidates
  - Knowledge of the application process



# COSWD Systematic Approach



# Search Pilots to Date

- Seven ICs; Stadtman
  - 140 potential candidates identified
- Positions have ranged from postdoctoral fellow to IC Deputy Director
- Currently evaluating outcomes
- Next steps: Build search instrument
  - Automate/operationalize search process
    - National roster
    - Interface with social media sites
  - Collaboration with data science

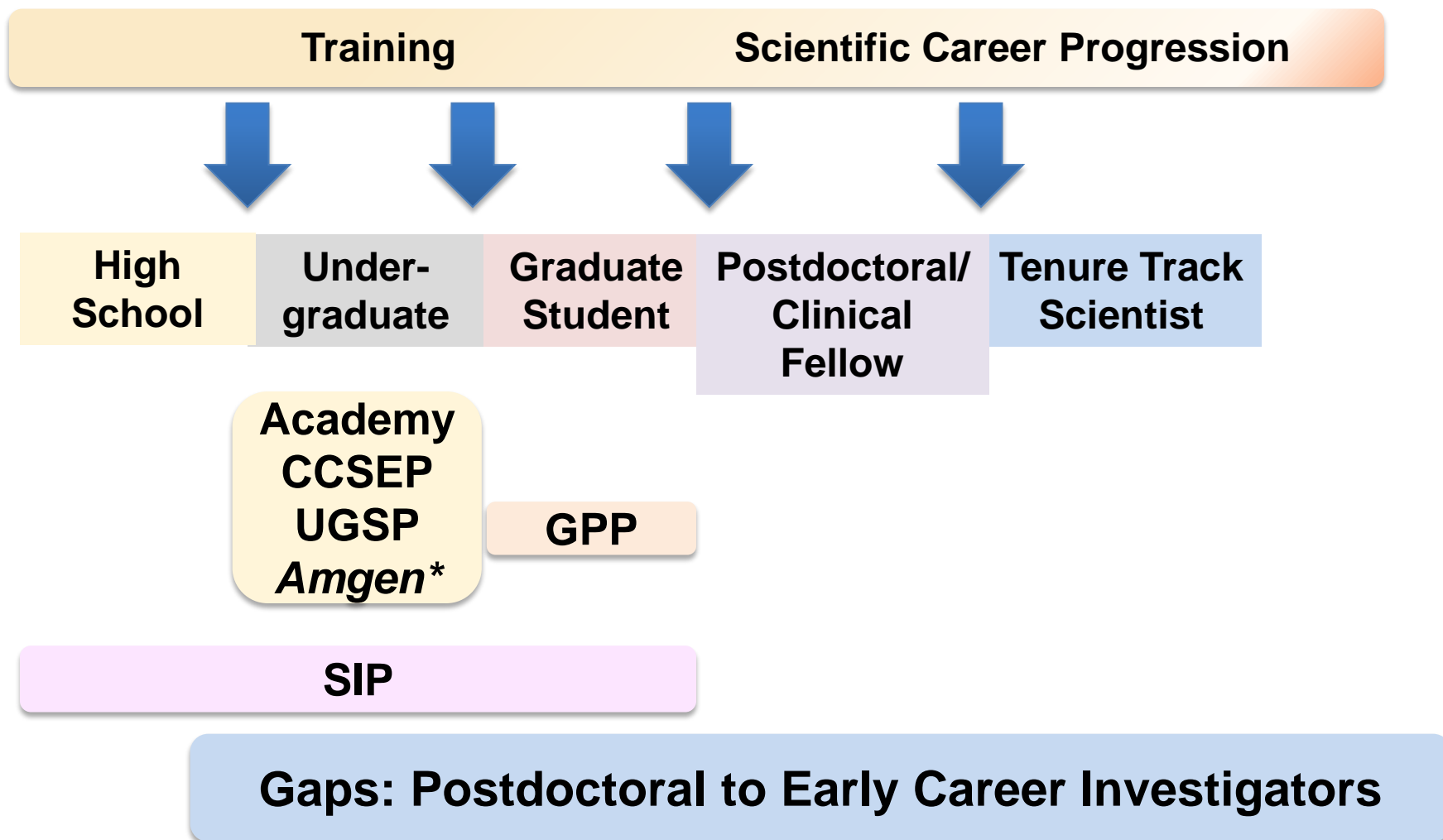


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# Current NIH – OITE Program to Increase Diversity



# Diversifying and Accelerating Research Excellence (DARE)

*Modeled after the successful Stanford's DARE Program*

- Develop skills for career advancement
- Forum for developing lab management skills
- Build skills for those aspiring to non-bench careers
  - Intern with an expert at NIH (or externally)
- Training on strategies to support one another
  - Peer-mentoring; peer-coaching; small group mentoring
- Design and implement evaluative component to track and measure outcomes over time



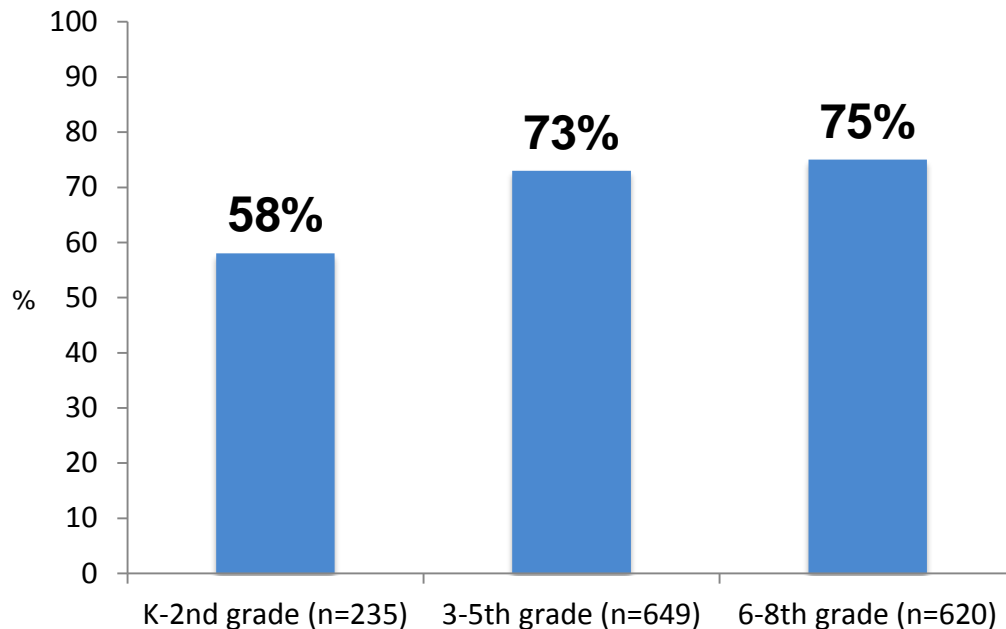
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# Who is a “Scientist”?

Draw-A-Scientist Test: Percent of Students  
Who Drew A Male Scientist  
(N=1504)



# Developing a National Strategy to Enhance Scientific Workforce Diversity

*Planning for Beyond BUILD, NRMN, CEC*

# NIH Program Catalyzing Innovation in Scientific Workforce Diversity

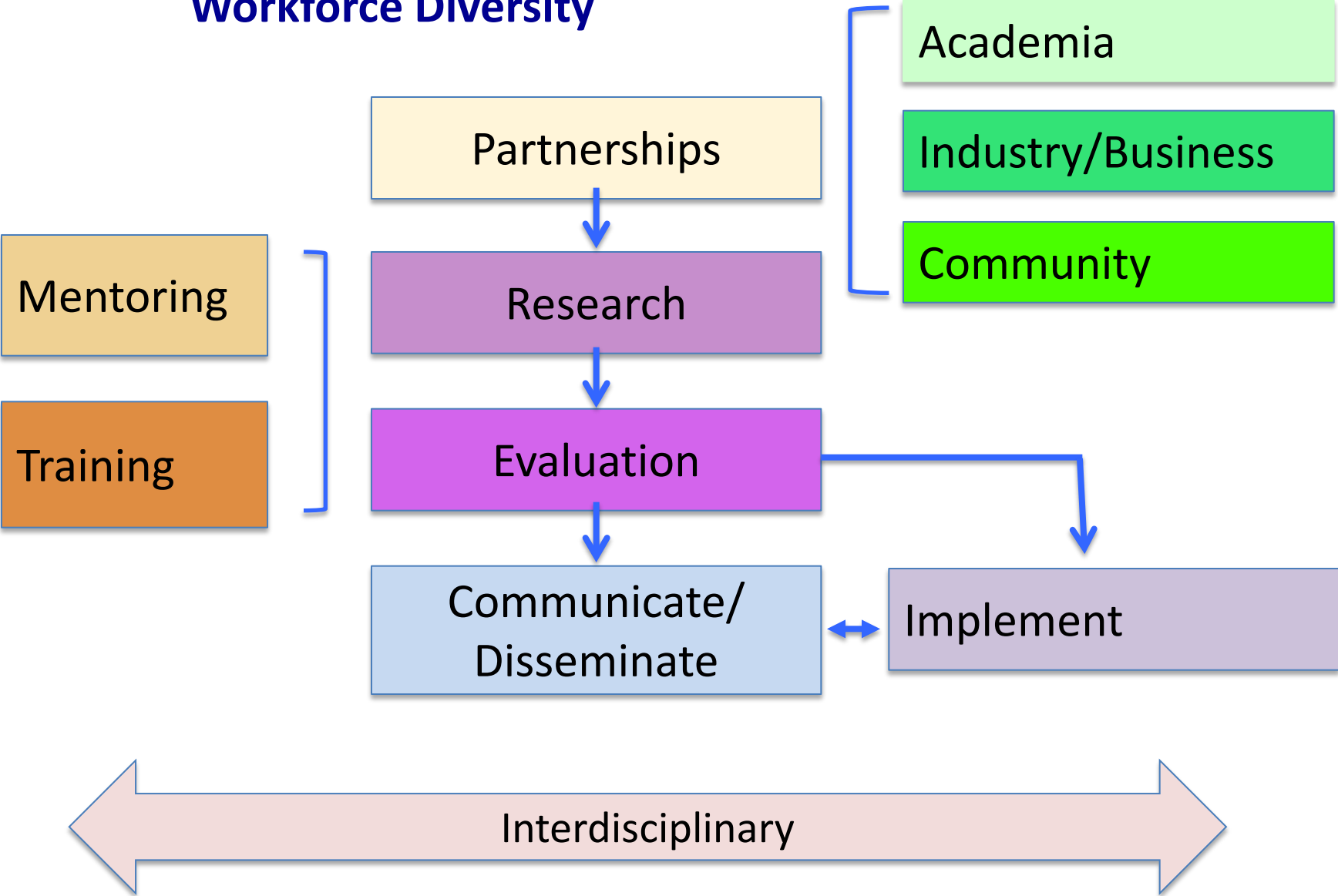
## *National Comprehensive Plan – Hubs of Innovation*

**Strategy:** Create networks and strong infrastructure that support career development pathways enabling scientist, including those from underrepresented groups, to transition seamlessly across research career paths.

### **Essential Components:**

- Strategic Partnerships: with Research Intensive Institutions, with Organizations (focused on education/training)
- Intervention Discovery Science of Diversity
- Implementation and Scaling
- Tracking and Evaluation
- Organizational Commitment

# NIH National Hubs of Innovation in Scientific Workforce Diversity



# Program Deliverables

- *National network* to support career transitions
- Evidence-based literature to *eliminate/reduce barriers* at key career transition points
- *Individual access to the network* in support of career development success
- *Organizational infrastructure* to support career development and transitions
- *Tools and resources* to catalyze and sustain career transition success

# Feedback from Academic Community

Webinars Nov. 12 and 18

Drs. Collins, Tabak, Valantine

- Evaluation
- Partnerships – strategy
- Mentoring – scope; content; methods
- Current Programs as Models
- Promote Participation: diversity at all career levels
- Resources: Existing and new tools
- Diversity of Partners