**Plan for Increasing Equity, Diversity, and Inclusion at the John A. Moran Eye Center,**

**Department of Ophthalmology and Visual Sciences,**

**University of Utah**

The John A. Moran Eye Center, Department of Ophthalmology and Visual Sciences (henceforth referred to as the Department) is in alignment with the University of Utah Equity, Diversity and Inclusion commitment to "enhancing the success of diverse faculty, students, and staff, as part of a broader goal to enrich the educational experiences and success of all members of the university community." A specific Committee for Equity, Diversity, and Inclusion (EDI) was therefore created in October 2020 (Enclosure 1). Through in-person and online interactions with different divisions of the University and the Department, and abiding by the Diversity Action Plan of the University of Utah School of Medicine, the committee is identifying opportunities towards increasing EDI among residents, faculty, and workforce in general, which are outlined below. These opportunities are focused on increasing representation at Moran of people from Black or African American, Latinx, American Indian/Alaska Native, Pacific Islander or Native Hawaiian backgrounds, and all women. A summary of the goals and timelines for the initiatives described below are provided in Enclosure 2.

1) **The Department Mission Statement:** As per the advice of the Office for Health Equity, Diversity, & Inclusion of the University of Utah (OHEDIUU), the overall Mission Statement of the Department has been revamped in order to specifically include EDI language. The statement, which is now clearly featured at the Moran website ([healthcare.utah.edu/moran/mission-statement.php](healthcare.utah.edu/moran/mission-statement.php)) now reads: "The John A. Moran Eye Center at the University of Utah believes that every person regardless of race, ethnicity, age, sexual orientation, gender, gender identity and expression, ability, socioeconomic status, veteran status, size, national origin, primary language, and religion deserves and has the right to compassionate, inclusive care. We dedicate ourselves to serving patients and the greater public health community in an anti-racist and anti-discriminatory environment by creating a broad-based organization focused on clinical care, caregiver education, and basic and translational research. Through a multidisciplinary approach, we encourage learning from our patients, and with that knowledge, we strive to create effective educational and research programs to develop new, widely available treatments for diseases shared by patients and the global health community."

2) **The Department Website:** An EDI section was created and incorporated to the Department website, which includes links to EDI resources at the Department, the University of Utah, and others ([healthcare.utah.edu/moran/equity-diversity-inclusion.php](healthcare.utah.edu/moran/equity-diversity-inclusion.php)). The EDI section of the website will be regularly updated, as appropriate, as new information and resources become available, and concrete actions towards EDI are underway.

3) **Implicit Bias and Training:** The Department recognizes that addressing implicit bias is an important step towards promoting a safe work environment. The following steps will be undertaken in order to better understand the current status of implicit bias at the Department:

   a) A climate survey will be used to identify current attitudes towards racism and sexism. The OHEDIUU will provide the Department EDI committee with the last climate survey they used, so the data can be compared across campus. As per the advice of the OHEDIUU, this initiative will be delayed due to the unprecedented times we are currently living in (e.g., pandemic), and until all structures are in place at the Department to fully address issues raised.

   b) Besides focus on bias such as racism and sexism, data obtained from the survey will be used to identify further areas for specific training. The training format will be tailored according to the specific gaps and areas to focus, as well as the specific targeted workforce.

   c) EDI training/lectures will be periodically incorporated into traditional avenues for faculty development at Moran, which are represented by faculty meetings, ethics conferences, grand rounds, and house staff faculty meetings. The initial goal is to have at least 3 training/lectures per year. Participation will be tied to annual faculty evaluation (see #10).

   d) While participation of the entire workforce to the aforementioned events will be encouraged whenever the format is appropriate for larger audiences (e.g., grand rounds), EDI training/lectures will also be periodically offered for staff. The initial goal is to have at least 3 training/lectures per year, and participation will also be tied to annual review (see #9).

   e) The specific training to raise awareness on microaggression, which can be facilitated by the OHEDIUU will be done at the Department. The structure of this training works best with a group of around 25 people at the most, with breakout sessions later so people can ask honest questions 1 on 1. As this format would likely not work well with the grand rounds scenario described in c), the training will be done by divisions at the Department (timing to be determined), in coordination with the OHEDIUU. Participation will be required and tracked within each division.

4) **Review of Workforce Composition:** Working in conjunction with the Division of Human Resources of the University of Utah and the OHEDIUU, the EDI committee will obtain the current composition of the Department workforce (residents, fellows/faculty, staff). This will allow the committee to have a better understanding of the current distribution of underrepresented minorities (URM) in the workforce. The data will also be reviewed annually by the committee in order to track improvements towards the goal of increasing EDI in the workforce. According to the Diversity Action Plan of the University of Utah School of Medicine, the underrepresented groups to focus on include Black or African American, Latinx, American Indian/Alaska Native, Pacific Islander or Native Hawaiian backgrounds, and women. The goal of the above-mentioned plan is to achieve population parity for our state (in the case of medical students), or our nation (in the case of senior administrative staff and faculty). The current distribution of URM among faculty in the Department was recently provided by the OHEDIUU (Tenure Line and Career Line). It shows that the percentage of faculty that is female is a few points below the School of Medicine average, and that there is no Black/African-American, or American Indian/Native American representation.  In terms of residents, there is no current resident at Moran who identifies as URM, but 2 URM candidates matched after the interviews done in November 2020, to start in 2021. For staff, an increase in representation of URM is needed for senior positions (managers and above).

5) **Undergraduate and Medical Students:**

a) In coordination with the OHEDIUU, research opportunities will be developed for both undergraduate pre-medical students and current medical students from URM and underserved communities. A list of Faculty/PIs within the Department who conduct research and are willing/have the space to take on students for various projects was compiled, and will be updated on a yearly basis so the students can be connected to them. This initiative will promote more exposure of URM students to Ophthalmology, with a potential increase in interest to later apply for Ophthalmology residency. The Moran EDI committee will assist each Faculty/PI receiving these students in identifying potential funding mechanisms for them (a current list of potential funding mechanisms for EDI initiatives is shown in Enclosure 3).

b)  A fellowship has been created by Bradley Jacobsen, MD and Chris Bair, MD as an ongoing quality improvement project to provide preclinical URM medical students, or rising MS2s across the country, with in-depth exposure to Ophthalmology early on in their education. Two stipends in the value of $1,000 will initially be available, allowing students to spend 1 month in Salt Lake City during summer to work at Moran, with focus on research and clinical work.

6)  **Residency in Ophthalmology:** The Residency Application Committee, as well as the Residency Program of the Department will take the following steps towards EDI:

a)  The number of residency applications received in the Department at each interview cycle makes it difficult to offer an interview to all URM candidates. Members of the Residency Application Committee will perform an extra review of all applicants who identify themselves as URM (applications from the SF Match Program have a check box for URM, so this information is available upon receipt of the application), searching for potential candidates that might have been missed during the normal application screening. They will select the most competitive URM applications, with the goal to invite at least 10 URM applicants for interviews, as suggested by the OHEDIUU (as 40 applicants are interviewed for 4 available residency positions, at least 25% of the applicants invited will be URM). They will also strive to select a similar number of male and female candidates to interview, although focus on URM will likely increase the number of women who match, because the overwhelming majority of URM applicants are women, according to the OHEDIUU.

b)  All applicants will be invited to participate to the Inclusion Day, co-sponsored by the OHEDIUU and the Graduate Medical Education Office.

7)  **Post-Residency Fellows:** Information on URM for post-residency fellowships in the Department is not available upon receipt of the application, as the question about URM has not yet been approved by The Association of University Professors of Ophthalmology (AUPO) for fellowship applications. It is expected that this question will be approved next year. If this is the case, each fellowship director (retina, cornea, etc.) will also be requested to follow the steps described in 6b). However, depending on the number of URM applicants for each fellowship, it may be possible to invite all of them for interviews.

8) **Job Posting:** The Department recognizes that we serve a diverse population and that diversity is a key component while aiming to hire the most qualified candidates. Whenever positions are available, whether for faculty or staff positions, the following steps will be taken towards EDI:

   a) Besides being carefully crafted according to the position to be filled, job postings will specifically include EDI language. Job postings for staff positions will include the following EDI language: "The John A. Moran Eye Center at the University of Utah is committed to promote and maintain a welcoming, safe, and equitable workplace for every individual regardless of race, ethnicity, age, sexual orientation, gender identity and expression, ability, socioeconomic status, veteran status, size, national origin, primary language, and religion (healthcare.utah.edu/moran/equity-diversity-inclusion.php)." For postings related to faculty positions, the same verbiage that is required in all faculty postings within University of Utah Health/Health Sciences Center (hr.utah.edu/careers/staff/oeo_aa.php) will be used: "The University of Utah Health (U of U Health) is a patient-focused center distinguished by collaboration, excellence, leadership, and respect. The U of U Health values candidates who are committed to fostering and furthering the culture of compassion, collaboration, innovation, accountability, diversity, integrity, quality, and trust that is integral to our mission. The University of Utah is an Affirmative Action/Equal Opportunity employer and does not discriminate based upon race, national origin, color, religion, sex, age, sexual orientation, gender identity/expression, status as a person with a disability, genetic information, or Protected Veteran status. Individuals from historically underrepresented groups, such as minorities, women, qualified persons with disabilities and protected veterans are encouraged to apply. Veterans' preference is extended to qualified applicants, upon request and consistent with University policy and Utah state law. Upon request, reasonable accommodations in the application process will be provided to individuals with disabilities. To inquire about the University's nondiscrimination or affirmative action policies or to request disability accommodation, please contact: Director, Office of Equal Opportunity and Affirmative Action, 201 S. Presidents Circle, Rm 135, (801) 581-8365. The University of Utah values candidates who have experience working in settings with students from diverse backgrounds, and possess a strong commitment to improving access to higher education for historically underrepresented students".

   b) Each new position will also be advertised in at least one diversity-oriented site. A specific budget will be planned in conjunction with the Finance division at Moran in order to support

this goal. A list of possible sites, with approximate costs, is shown below, for reference. Note that the University of Utah already has contracts with some diversity-oriented sites.

| Diversity Specific Job Boards: Higher Education | | |
|---|---|---|
| **Job Board** | **URL** | **Costs** |
| Diversity Jobs | diversityjobs.com/c/ads-home/ | $225 |
| Insight Into Diversity | careers.insightintodiversity.com/employer | $369 |
| HigherEdJobs.com with Diversity Boost (All benefitted and faulty jobs at the U are automatically scraped onto HigherEdJobs. The price listed is for a diversity add on to an existing posting) | higheredjobs.com/Employers/ | $44 |
| Hispanic Outlook in Higher Education | hispanicoutlook.com/ | $335 |
| Diverse Issues in Higher Education | diverseeducation.com/ | $375 |
| Chronicle of Higher Education with Diversity Boost | careers.chronicle.com/ | $634 |
| Women in Higher Education | wihe.com/ | $305 |
| People of Color in Higher Education | employer.peopleofcolor.careers/ | $275 |
| LGBTQ in Higher Education | lgbtinhighered.com/pricing/ | $149 |
| Intersectional: Multi-site package advertising on Women in Higher Ed, People of Color in Higher Ed and LGBTQ in Higher Ed | employer.wihe.com/ | $550 |

c) A diversity statement or work sample, clearly describing how the candidate has contributed to EDI will be required as part of the application materials for staff and faculty job applications.

d) Inclusion-specific interview questions will be incorporated in interviews for the hiring process at Moran. A list with examples of questions that may be used was provided by UU Human Resources.

e) Recognizing that URM candidates rarely respond to advertisements, in faculty searches, a "word-of-mouth" approach will be undertaken by multiple faculty members through conferences and networks of professional societies, highlighting the EDI commitment of the Moran Eye Center. The Department will reach out to specific ophthalmologists nationwide known for their EDI work, as well as specific networks they may suggest in order to ensure

that URM candidates are included in the searches. The steps described by the National Institutes of Health (NIH) scientific workforce recruitment tool ([diversity.nih.gov/programs-partnerships/recruitment-search-protocol](diversity.nih.gov/programs-partnerships/recruitment-search-protocol)) will be used for positions to be filled by scientists in specific research fields, as it focuses on publications.

f) Every search committee for faculty will have the participation of a member of the OHEDIUU, as well as the chair of the Moran EDI committee. This will ensure that at least 2 diversity facilitating voices will be present on every faculty search.

g) Every search committee for a staff leadership position will have the participation of a member of the Moran EDI committee (current staff representatives at the committee are Barbara Korous and Lynn Ward). This will ensure that at least 1 diversity facilitating voice will be present on every search.

9) **Mentorship and Internship Program for Staff:**

a) The Department managers and directors serve as mentors for staff who are interested in expanding their job skills for the purpose of additional professional learning opportunities. The Department sponsors a progressive development program to certify ophthalmic technicians with added skills certifications to expand into higher levels of technical support (e.g., progressing through the ranks from positions such as Certified Ophthalmic Assistant - COA, to Certified Ophthalmic Technician – COT and Certified Ophthalmic Technologist - COMT).  Progression through administrative positions into more advanced administration and/or managerial positions is also completed with the assistance of administrative mentors. Focus on URM in this program is considered essential in not only developing internal excellence, but in training underserved populations to work in their own communities. In cases where a progression through the various ranks requires performance of specific testing for certification with associated fees, the Department Finance division will take staff and URM financial needs into consideration.

b) Considering that staff at Moran represent the most diverse group of employees, staff and faculty mentors will assist in mapping out a career path from technical positions to such careers as optician, optometrist, or physician assistant, for those interested in this transition.

c) An internship program has been created at Moran, with the goal to work with local Universities and provide real experience and training in administrative and clinical work in Ophthalmology. A temporary job position will therefore be filled out 2-3 times a year, pending budget funding. The program will focus on attracting URM candidates (the first position has just been filled with an URM candidate from Weber State University).

d) During annual reviews, the employee will be asked to describe the ways he/she is supporting EDI initiatives at Moran, and which EDI lectures/trainings was attended that year (see #3; attendance to at least 1 lecture/training will be required).

10) **Faculty:** The following steps will be undertaken for hiring and maintaining URM faculty:

a) Each new candidate will meet with members of the Department EDI Committee, as well as with the OHEDIUU.

b) A mentorship program will be established focused on assisting junior and diverse faculty with criteria for Faculty Appointment, Review and Advancement (FARA) regarding the different lines, tracks, and ranks. Through at least annual meetings with the mentor(s), the focus of the program will be on identifying challenges that URM faculty may have to meet the necessary criteria, and how these should be taken into account in the advancement process.

c) Promotion value will be attributed to EDI work at the Department. An EDI statement will be required for faculty to be included in the promotion materials. The statement should include a description of the ways the faculty is supporting EDI initiatives at Moran, and which EDI lectures/trainings the faculty attended that year (see #3; attendance to at least 1 lecture/training will be required). The Department Chair will also ask about this in informal faculty reviews. While the OHEDIUU is working together with different departments on standardizing EDI promotion requirements/materials across campus, information on EDI statements from another institution can be found at ucla.app.box.com/v/sample-EDI-statements and ucla.app.box.com/v/edi-statement-faqs.

d) The Moran EDI committee will continue to engage in discussions with the University Academic Affairs regarding ways EDI work can be attributed a promotion value at the University. A recent discussion took place remotely on February 25, 2021 (with Dr. Robert Fujinami, Assistant Vice President for Academic Affairs, University of Utah Health, and Piikea Godfrey,

Director, Academic Affairs. Dr. Fujinami encouraged Moran to implement initiatives attributing promotion value to EDI in internal guidelines).

e) The Department will encourage and support faculty participation (as well as the participation of residents and staff, whenever applicable) in minority/diverse faculty development programs, such as the Utah Health Equity Leadership & Mentoring (U-HELM) Program (medicine.utah.edu/dfpm/training-mentoring/u-helm/), the Women in Health, Medicine, & Science (WiHMS) Program (uofuhealth.utah.edu/inclusion/wihms/), and the MEDiversity Week (uofuhealth.utah.edu/inclusion/ongoing-series/mediversity.php). Participation as a mentor/advisor in programs, such as the Health Science LEAP (leap.utah.edu/program-options/health-science.php), or high school programs offered by the OHEDIUU (medicine.utah.edu/ohedi/high-school-programs/) will be encouraged and supported. Participation in programs directed to underserved populations will also be encouraged and supported, such as the Home- Rural & Underserved Utah Training Experience – RUUTE (medicine.utah.edu/students/programs/md/curriculum/ruute/), and local and international outreach programs organized by the Department (healthcare.utah.edu/moran/outreach/).

f) The Department will also encourage clinical faculty to participate in programs external to the University, such as the recently created Utah Medical Association (UMA) Minority Affairs Section. This section will be charged with discussing minority issues and problems within Utah healthcare, etc. (utahmed.org/). Another program is the partnership program between the American Academy of Ophthalmology (AAO) and the Association of University Professors of Ophthalmology (AUPO). The purpose of the program is to increase diversity in ophthalmology by helping URM students in medicine to become competitive ophthalmology residency applicants (aao.org/minority-mentoring).

g) While working up to 10 hours per month in various committees and initiatives at the University and outside of the University (e.g., work in medical/scientific societies and journals) is generally considered uncompensated effort toward faculty service and promotion, specific participation, and work on the aforementioned minority/diverse faculty development programs and other EDI initiatives at Moran that involve more than 10 hours per month will be considered for reimbursement. Compensated participation and work on EDI will be contingent upon invitation and approval by the Moran EDI Chair, based on the value added to the Department.

h) Faculty salary review: Currently, the Dean's Office provides annually a graphic representation of the salaries of faculty as benchmarked against the Association of American Medical Colleges. This graphic takes each data point and presents it by faculty track and by gender (adjunct faculty are excluded). The Department compensates faculty based on productivity or on a fixed pay model.  Some clinical faculty have a blend of both due to their role or combined research/clinical responsibilities. Annually, the Department chair reviews the benchmark list and informs the Dean/VP of actions to bring faculty at least up to the 25th percentile, or to justify compensation below the 25th. As part of this plan:

-The annual salary review will include the participation of the Moran EDI chair.

-A review by track and gender will be performed, and any identified equity concern will be appropriately addressed.

-As faculty diversity increases at Moran, a review by track and race/ethnic groups will also be performed, and any identified equity concern will be appropriately addressed.

-Salary concerns by a faculty may prompt an extra, individualized review, which can be facilitated by the Moran EDI chair.

i) The EDI committee will compile a list of faculty who are involved with medical/scientific societies and journals on study sections, national committees, leadership training, as well as editorial boards in order to connect them with junior and diverse faculty. The goal is to promote and engage the participation of junior and diverse faculty within the Department in external activities that are considered valuable for promotions.


**11) Invited Lectures and Symposia:** The following steps will be undertaken to increase and maintain diversity in invited lectures, as well as internal meetings/symposia organized at the Department:

a) Any committee charged with the organization of a series of invited lectures, as well as internal meetings/symposia at the Department will be composed of faculty representing different areas of expertise, in a mixture of senior and junior faculty. The committees will also be balanced for gender representation, and include URM representation (as the number of URM faculty at the Department increases).

b) Any individual or committee members charged with the organization of lectures and meetings as described in a) will have a limited term, so new faculty members can rotate into these positions.

c) The annual program of invited lectures at the Department (e.g., Ophthalmology Distinguished Speaker Seminar Series), as well as the overall program of individual internal meetings/symposia (e.g., Translational Research Day) will be balanced to include invited speakers, moderators, and panelists with different areas of expertise, gender, and URM representation (whenever possible, according to the area of expertise).