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American Association of Directors of Psychiatric Residency Training

Race, Equity, and Inclusion Organizational Assessment

Consultants

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Visit Dates

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Introduction

The Consultants met with seven pre-arranged focus groups that were organized and coordinated by the Association's Executive Director. Overall, we met with seven groups comprised of 68 participants, with one participant attending two sessions due to an overlap in duties and responsibilities. The sessions were held on May 18th, 20th, and 28th and each was scheduled for 90 minutes.

All Participants were invited to answer the following three general starter questions:

(1)   In your opinion, what are the ways that the AADPRT (the Association) does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the organization?

(2)   In what ways do you believe that the Association does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?

(3)   If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?

All participants were encouraged to share any other additional comments that were considered germane to the Consultant's scope of collecting relevant data about the Association's management of and responsiveness to issues of diversity and racial equity.

Organization of the Report

This report is organized into the following three sections:

Section I: Compilation of Verbatim Responses from All Participants

Section II: Recurring Themes and Consultants' Reflections

Section III: Consultants' Recommendations

In the rare instances in which it was necessary to slightly alter identifying information to ensure the anonymity of the respondent, we have enclosed [alternate terms] in brackets to denote that we changed the text of a comment without compromising its substance in any way. To further ensure the anonymity of the participants, we have scrambled the order in which the groups are listed throughout the Report. In other words, the order in which the groups are presented throughout the Report is NOT the order in which the sessions were scheduled. Finally, we have identified the groups only by a letter of the alphabet (Groups A-F) and not by the group identity that dictated in which group they participated.

Section I: Compilation of Verbatim Responses from All Participants

Focus Group Meetings

A total of seven Focus Group meetings were held and the verbatim responses
from each are included below. The order in which the groups appear has
been scrambled as another measure to ensure anonymity.

Group A

Question 1:   **In what ways do you believe that the Association does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?**

"The Listserv is active and very process oriented. It has been a good mechanism for us as an organization."

"I see this process as very important and an impressive step for us as an organization."

"There is at least a willingness for the Leadership to have discussions about diversity and this wasn't always the case. In the past, you could get your hand slapped for trying to talk about certain issues."

"There has been a noticeable increase in diversity related activities at the annual meeting."

"The creation of a Diversity Committee in 2018 was a significant organizational development."

"I think the Executive Committee is beginning to take diversity issues seriously and it needs to continue to improve."

"Recently there has been an intentional effort devoted to including diversity into the annual meeting Poster Review process."

"It is a good sign that we finally have a Person of Color and another woman as President. We are making progress but sometimes it feels too slow and not nearly as consistent as it should be."

"After the formation of the Diversity Committee, there has been an increased focus on diversity. The SC and EC started taking racial issues more seriously. The Association has tried to identify what problems we have and has been receptive to receiving feedback."

"I think AADPRT is really trying to incorporate diversity in all of our committees."

"The fact that you are here and that we had a committee formed prior to the George Floyd murder are positive signs."

"There is more activity at the annual meeting concerning DEI. They are inviting better Keynote speakers who talk directly about diversity."

"It is good that there is an IMG Fellowship program that is supported."

Question 2: **In what ways do you believe AADPRT does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the workplace?**

"Involvement in the organization is based on who you know, there is a strong and well-developed buddy system and People of Color are not well known."

"There is really no one on the Executive Committee to represent the interests of IMGs."

"Even when serving on committees, it is hard for People of Color to be heard and seen; it is easy to feel like an imposter, like you are there for the optics."

"It is easy to not feel empowered to speak. Although this has recently changed a little, there was a time if you suggested how the organization could be more racially and culturally sensitive, the response was always 'we don't get into politics or do political statements.' It was easier and safer to just remain silent. This has recently changed but there still seems to be some hesitancy."

"As you move up the organization, things feel less comfortable."

"There are a wide range of systemic barriers that prevent us from being a more sensitive and inclusive organization. You are more respected and have a better chance of being included if you are from big school, connected to someone with a big name, from an Ivy, from the East or West Coast, and have a position that affords you flexibility and financial support for your involvement."

"Ideas, not just about race, can get shot down pretty quickly at the leadership level and it doesn't feel good."

"There seems to be unfair gatekeeping, especially on the Nominating Committee. There is a lack of transparency regarding who is nominated and who is asked to nominate, how the slate gets created….there are lots of opportunities for inequities to exist. NO one overrides the Nominating Committee which essentially nominates the next President by de facto nominating the Program Committee Chair."

"Both the Steering and Executive Committees lack diversity, and the Steering Committee is even less diverse."

"Our history of racial inclusion is not a good one, so far we have only had two minority Presidents over a 50-year history."

"IMGs are often double minorities, and they are often excluded from our conversations and considerations about race."

"The organization has been "hands off" regarding its advocacy for racial inclusion and sensitivity. More advocacy is needed."

"It is really easy for People of Color to feel like a token. It is not a comfortable feeling."

"Everyone is really nice, even at the conferences, yet it still feels alienating. Many people avoid eye contact. It is hard to know how to connect."

"I have been a member since 2010 and didn't know anyone for years. We don't seem to be an organization that is very well connected relationally."

"When you are one of a few or the only Person of Color at the table it forces you to operate outside of your comfort zone. It is hard not to suffer from an Imposter Syndrome. There is social pressure that is not readily acknowledged."

"The Steering Committee is not diverse, and this desperately needs to change."

"They walk around at the conference and take photos and I guess it's good that they include People of Color but then it also feels tokenizing when POC are included in the promotional materials more than they are in the governance of organization."

"All of our organizational decisions should be analyzed through an equity lens. The Buddy Network System, while not intended to racially discriminate, does offer tremendous advantages and access to white members. It is far easier to be involved on a committee if you are connected to someone who is involved or who was your former mentor. Increasingly, this is more often the case with white members than it is with POCs."

"Regional issues are a big deal. We have put in applications for rewards and never get them. How many times are we going to put in all the effort and never get them and never receive any feedback. It is hard for rural areas without many resources….it is not a level playing field."

Question 3:   **If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?**

"I would like to see everyone within the organization, especially at the level of the Steering Committee, assume ownership of and responsibility for DEI issues, not just the People of Color."

"Continue to look at the EC of the Association in terms of its lack of diversity. It continues to be a challenge in terms of diversity. There are more diverse Program Directors and its doesn't translate into involvement on the EC in terms of going up the ladder. This needs to change and as an Association we should be making room for this. The IMGs are not there either."

"My suggestion is that they make your Report available. Show us the Report!"

"The Leadership needs to diversify the EC because the systemic barriers are absolutely there."

"Rural people or those from smaller organizations are not represented on the EC. People with bigger names and more resources end up being on the EC because of resources and flexibility. I suggest we find a way to be intentional with our efforts to increase the inclusion of rural and smaller programs to be represented on the EC."

"Think of a way for not focusing on who is the loudest but who is left out, so that those who are left out can be amplified and included."

"Every committee selection process needs to be transparent other than who is friends with whom."

"Come up with a strategy to see and include people who are not on the coasts and/or connected to big name schools."

"Include IMGS in discussions about race since the majority are non-white."

"Recognize that education is politics and AADPRT should be in the business of pushing departments to select more diverse program directors."

"More focus on antiracism at the Skills Fair conference."

"I hope that AADPRT would be more proactive in promoting antiracism and health equity."

"More advocacy emphasizing the importance of having more diverse training directors, funding, and recruitment of People of Color into the pipeline."

"Consider breaking down the whole into smaller units. Things getting ironed out within smaller regions may be helpful. This helps different voices to be heard, rather than having to go to regional meetings which are much larger and short in time."

"I think the DEI Committee should have a seat on the Annual Meeting Program Committee."

"We need to be more introspective as an organization about racial equity despite Tracy's presidency."

"Given the experiences that so many people shared in these meetings, creating safe spaces within the organization for People of Color seems like it has to be a major priority."

"There needs to be more transparency regarding the committee appointment process. The process needs to be more open. Maybe there should be a public call for open positions. People could submit their own statements to let the leadership know they are interested."

"I think it would be very helpful for us to collect longitudinal data tracking the demographics of those who have participated in the governance of the

Association by race, gender, ethnicity, sexual orientation, and IMG graduate or American."

"New training directors are younger and more diverse. There should be some help in developing a robust mentoring program for those who are diverse. More resources are needed."

"I would love for AADPRT to develop a mentorship program to recruit medical students/residents/fellows from under-represented racial minority backgrounds into academic psychiatry beyond the Ginsberg Fellowship."

Group B

Question 1: **In what ways do you believe that the Association does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?**

"The fact that we are having this meeting and the organization is conducting an independent assessment is a very good sign."

"There was considerable responsiveness to DEI issues last year in particular."

"We had a significant increase in diversity-related programming following the murder of George Floyd."

"We created a listserv that has been great, and it has been resourceful."

"We have our first Person of Color as President which is a sign of our progress."

"The gender diversity of the organization has improved."

"Several diverse conference speakers this year even though the overwhelming majority were still white."

"I honestly believe we are very well-intentioned, and we are inherently racist because psychiatry is racist."

"We are making progress in terms of making racial equity and inclusion important areas of focus…and we still have a lot of work to do."

"Racial equity is on our radar and efforts to highlight it has been a focus throughout all areas of the organization."

"There is increased attention devoted to racial issues in our training and curriculum."

"We have made lots of progress with inclusion but our success with diversity is still quite limited."

"People of Color felt 'seen' and supported by the organization after the former refused to present workshops following the George Floyd murder."

Question 2:   **In what ways do you believe AADPRT does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the workplace?**

"Recruitment of People of Color is an issue and has been one for a while. We need to be better at recruiting diverse populations."

"We have a geographical, size/funding bias that really needs to be examined."

"There is a very strong bias towards Ivy League schools and the two coasts. It is not surprising that even our first President of Color is from an Ivy."

"When diversity is considered, we are responsive, benevolent, and well-intentioned but we are not leading. We are not proactive enough."

"Only this year has there been intentionality around inclusion issues germane to minority underrepresentation and racial issues."

"There is no mentorship structure for People of Color as Directors."

"I reach out to the organization for training issues unrelated to diversity. When I need diversity material, I don't reach out to AADPRT. I would never go to the organization for help with diversity."

"As far as I can recall, there has never been a Black person on a Task Force which is interesting and astonishing."

"I think it was a major blind spot to not have a Black person on the Workforce Development Task Force."

"The Executive Council is not very diverse, granted it is a little better than it used to be in terms of gender but in terms of race, we have a very long way to go for improvement."

"There are no pipelines for People of Color. There is no mentoring for Minorities, especially Program Directors. Burnout is high."

"At times there seems to be an insiders track to being included in leadership, becoming a training director, serving on the program committee, and presenting workshops at the annual meeting. Even People of Color who are included have to be the 'right kind' of Person of Color, from the right institution, in the right region of the country."

"There is no transparency regarding how people are selected, I had a very negative experience where I observed a white male be appointed to a group with zero transparency."

"You have to be on the Executive Council to advance in the organization, if you are not, you can't advance in the association. This feels like a huge institutional/structural barrier."

Question 3: **If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?**

"There should be mandatory diversity training for Program Directors and faculty."

"More training on implicit bias is desperately needed."

"Make trainings available to everyone."

"Every structure of the organization needs to be studied and dissected to identify systemic bias. Our process for nominating new people to be involved should be one of the first areas to be scrutinized."

"My message to the leadership is to continue to intentionally and intensively include and address race even when the heat is off."

"I hope we are not just responding to a moment with our diversity initiatives. This needs to be ongoing."

"The Nominating Committee and its processes and procedures really need to be examined. The way the committee currently operates is not conducive to our goals of becoming a more diverse and inclusive organization."

"I think we need a review of all of our policies and procedures."

"We need our leadership to be much more focused and engaged around how do we include more People of Color in the governance of the organization as well as the annual meeting."

"As an organization and as a field, we need to find creative ways to open doors to include others not just those who are tapped."

"More mentorship is needed."

"We need a sponsorship system or program to help People of Color move up through the ranks."

"More transparency around nominations and leadership participation and engagement is needed."

"More transparency is needed, period."

"More diverse representation in the leadership."

Group C

Question 1: **In what ways do you believe that the Association does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?**

"My university is doing a great job with DEI. A lot of initiatives began when DEI became popular. We have DEI representatives in each department. We have a leadership department at the university. We have focus groups and grand rounds. There is a lot going on. I have seen a change in last couple of years in implementation and awareness. I don't know much about how the AADPRT handles things. I can't speak to that."

"The speakers at the AADPRT conference are diverse and I think this is a good thing."

"I don't know enough about the Association to know what is working and what isn't."

"I didn't even know AADPRT existed until recently."

"I am not sure what the connection or relationship is between my site and the Association, so this question is hard for me to honestly address."

"Our residency program has implemented a DEI focus group, it's a collaboration of residents and fellows and leadership. We have also developed a brand new curriculum that we are introducing to the residents. We are doing sessions as part of our orientation to introduce them to our new residents to let them know as a whole, this is what we do. We are on the right track from a program standpoint. Unfortunately, I am not sure what this has to do with AADPRT, I am just not sure?"

Question 2: **In what ways do you believe AADPRT does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the workplace?**

"The Association can help us with how we can deal with discrimination on our site. Our residents come in and tell us, but we need help from the association. We could get some guidance from the Association. It's not just race but also gender as well."

"I don't think we get enough guidance on how to recruit more diverse residents."

"I experienced racism, sexism and discrimination. I want others to know. I want to know how to change this. Maybe AADPRT could support training for how to deal with Site discrimination. It is an issue especially when all chairs are old white men."

"I have experienced racism/sexism. Once someone kicked me. I was bending down to get something. I felt she did it because of my race. It's like kicking a dog. That person is gone now. It was something that is always there. Sometimes you just can't say anything otherwise you're seen as a troublemaker, and we need the income, so you just have to take it and keep your mouth shut."

"I was told .. when you come back from maternity leave, I'm going to put you on Birth Control. There has been some really mean comments along the way. I don't know a lot about AADPRT but maybe there is some way it could offer more support for situations like these."

"More transparency on who does what at AADPRT. I don't even understand or know who the leadership is. Need more collaboration between AADPRT and all of us as a whole. There is zero collaboration."

"I would like AADPRT to be more involved. I would also like it to be more involved in DEI initiatives."

"My faculty is not really diverse. It seems like predominately white faculty members. Residency is diverse but educators are not. Who decides the hiring? This is where the question needs to be answered."

"I feel there is a definite bias against Mexicans, can AADPRT help with this?"

"George Floyd sparked a lot. Our medical students wanted something to be done. Find ways to report sexism and racism. My residents are trying to make a change… they redid the interview sheet to take out biased information. Our residents are there… but our FACULTY and LEADERSHIP are not on board. Where is the leadership on these issues?"

Question 3: **If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?**

"We need more training opportunities to learn how to deal with site discrimination."

"Program Directors need help with dealing with discrimination, there needs to be more initiative taken by those in leadership positions at every level."

"There needs to be more transparency from the leadership of AADPRT. It is hard to even know who the leadership is."

"I think it would help a great deal if there was more connection and collaboration between the program directors and the Association."

"Does AADPRT have a mechanism for reporting racism and sexism? If not, one is needed."

"I wish AADPRT had more Race related resources that I can share with my faculty and program director."

"Incorporate a hiring promotion oversight committee under DEI umbrella. Where we are looking at education and experience and looking at questions that people respond to and why."

"It is not exactly clear what the Association expects from sites. It is sometimes hard to know what the Association wants or considers important."

"I want to see more opportunities from the Association on training on how to recruit diverse residents."

"I don't know the diversity of the AADPRT leadership. They should tell us."

"We need guidance from AADPRT about how to diversity our recruitment and respond back to our sites where they are so rigid in their recruitment towards those who are privileged ex: white males."

"We Need more collaboration between the leadership of AADPRT and us. I don't even know if they are racially diverse. Having something available to us to see is important. Example, something as simple as a letter or flyer that says these are

your leaders. A few of them introduce themselves at the annual meeting but not everybody gets to attend. Some way of communicating to us is needed."

"Not everyone can afford the AADPRT conference."

"We need to be better integrated with AADPRT."

"There is no place to make complaints about racism and sexism. I did not even know about the Association previously. But now I have more information now. People won't complain to the Association because of fear of retribution from the site. There is professional nepotism."

"More diversity is needed up the ladder. There are too many white men."

"We need to do something about the diversity issue. I am so glad to be a part of this with Ken and Kiran. What are the actions that follow? My program is not diverse."

"The Association needs guidance and best practices but it would be even better if someone from there could check in with us – like a Chief Diversity Officer."

Group D

Question 1:   **In what ways do you believe that the Association does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?**

"It has taken many years to see the little change, but we have changed."

"We have had an increased focus on diversity at our annual meetings and this has been good for us."

"The Listserv is active with lots of participation."

"We have a group of white males who are actively engaged in and committed to our diversity initiatives."

"The spirited passion and commitment of our membership is a strength of our Association."

"I have been pleased that we have been responsive to and listened to our DEI Committee."

"I am proud that we are hosting you Dr. Hardy, we are looking for ways to improve."

"The fact that we are genuinely willing to look at ourselves is a positive."

"Our commitment to engage in this process is good for us."

"I am proud that we have a DEI committee that Donna initiated."

"The conference evaluations regarding our DEI focus were very positive and it was good to see that many were dedicated to making change."

"It doesn't sound like many organizations around the country are doing this in terms of training director programs; it is a wonderful opportunity for us to be a model for others."

"The Educating for Equity course is good and is a major strength."

Question 2:   **In what ways do you believe AADPRT does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the workplace?**

"We are not on the leading edge of DEI. We should be on the leading edge. There has been momentum to do things. It has to be at the core of the institution. The mission should not be a choice. There is a lack of transparency on the EC and SC. This all is very unclear and groupie-ish."

"We don't have diversity-related data on our membership. We don't know how our leadership looks regarding a variety of dimensions and we need to be more intentional about addressing this."

"Transparency is a work in progress."

"There is a lack of transparency regarding how leaders are chosen. The selection process can at times appear cliquey."

"Our network is so narrow racially and that is how we look for membership on committees. There is a pipeline issue."

"Transparency has been an issue and is one of the things we were in the process of addressing. We then decided that it was best to wait and do this process with you so that we can make deep and meaningful changes."

"There is a will issue….DEI issues have never been central to who we are. If we think about what the top three things are we value, DEI issues have not been among those."

"There is significant bias involved in how one gets on the leadership track."

"Not all program directors have the same resources and advantages, and this affects who participates and how. We don't have a good strategy for including those from smaller regions and rural areas."

"We select from people who volunteer to do stuff and tend to be from programs that have more time and more resources. How do we get someone from a small town who doesn't have a team? They don't have time to volunteer at AADPRT."

"We try not to be political. We declined to make statements or take stances; I see that some will perceive that as a slap on the wrist."

"It has been a little disheartening to witness the lack of desire of the organization to participate in this process. Some people signed up, but many people didn't. Many women signed up. I thought people would jump at the opportunity to participate, some didn't even respond to emails. What concerns me going forward is the hope that this isn't something we start and then get redirected because something else comes up. The change that we are experiencing is exciting; Tracey's election is exciting. And I worry about us sticking to it, truthfully. I don't want us to be seen as an organization that gives lip service but doesn't do the work that is required. There are probably a lot of things we just don't know."

Question 3: **If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?**

"I think we need to develop a supervisor training program and send faculty to it to help them."

"I would like to see scholarships given to smaller programs for the annual meeting. I would like to see us assist people and give them a leg up."

"We need objective metrics of applicants. The real fix needs to be the elections."

"We need to identify people and mentor them into leadership. We have been in a passive position. We need to do better identifying up and comers."

"Maybe we could develop a fellowship program that would facilitate us bringing more People of Color into the educational pipeline."

"Develop pipelines from faculty to program director to being active in the organization."

"We should be advocating more around certain issues such as what types of programs are we running at our institutions."

"We need to think more about how we can be more supportive by offering mentorship and resources."

"I would like to see us protecting program directors' space—they need allies to support them and help them work through issues."

"It is a problem that we have a small number of people selecting the posters and workshops. I think we can expand our committees and let people know why their workshops didn't get selected."

"The idea of systemic racism is considered a reality among Democrats. However, when I talk with Republicans that is not the case. They see systemic racism as a political ideology. We need to do a better job of presenting the evidence and educating around the evidence. There is plenty of evidence of systemic racism and how it affects psychiatry. We have to find a way to bring that kind the discussion about the evidence out into the open."

Group E

Question 1: **In what ways do you believe that the Association does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?**

"There seems to be more awareness about race and diversity within the organization."

"The annual meeting has improved significantly in terms of highlighting and providing a focus on diversity and inclusion."

"The fact that we are conducting an Organizational Assessment focused on racial inclusion is a very good sign that we are moving in the right direction."

"The annual meeting Keynote speaker, at least the past year, was a Person of Color. We have also had diverse workshop speakers as well as some content devoted to racial diversity."

"The Association has put webinars on-line that have been a good resource for diversity."

"We are seeing more diversity in presentations at the annual meeting."

"There is some diversity at the highest levels of leadership. We have an African American female as our new President-Elect."

"The leadership is fairly open and do demonstrate an increased awareness about issues of race and diversity."

Question 2: **In what ways do you believe AADPRT does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the workplace?**

"There is no international representative at the leadership level."

"IMGs are not considered to add to diversity. There seems to be a definite bias regarding IMGs."

"The same people present workshops at the Annual Meeting every year and they are largely comprised of the same people who make the decisions, who are mostly white."

"AADPRT, and especially the annual meetings, can be a hostile environment for People of Color. It is not always overt or deliberate, but it feels hostile nonetheless."

"There is no safe space for People of Color; there is a limit to how much risk you will be allowed to take."

"We tend to have visible biases regarding the two coasts (East and West), Ivy league schools, men, MDs, and whites."

"We are negligent when it comes to Latinx issues. We talk about it in superficial ways but not much else."

Question 3: **If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?**

"There needs to be more focus on Racial and other forms of diversity, like gender."

"More new blood is needed for workshop presenters at the conference. The same people present every single year, and we need more diversity."

"There needs to be a greater focus by the organization on Latinx issues. More support is needed in encouraging the hiring of diverse Spanish speaking faculty."

"I personally think we need to devote more attention to anti-blackness and white backlash within our organization."

"I think some whites feel threatened and marginalized by the focus on racial equity and inclusion. There needs to be more training for whites who have these feelings and who have different values."

"I wonder if there is a bias against IMGs in leadership, we need to create more opportunities for them to be in leaderships positions, especially since many are People of Color."

"I suggest we, as an organization, stay focused and committed to continuing to have discussions about race and how we can continue to become more inclusive."

Group F

Question 1: **In what ways do you believe that the Association does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?**

"It feels like an inclusive place. There is increased recognition and awareness inside of the organization that we need to do much more – especially over the past year. Some allyship groups have been started."

"There has been a book club now. We all need to do better and educate ourselves and there is a proactive approach in the organization."

"There is diversity and more so in the topic areas. Lots of social mixing and getting different perspectives. The listservs has been really good and strong. It's been helpful for me as I deal with different issues in my Institution."

"There are not a lot of Black people in the Associate Director's role, and everyone has started talking about it last year – which is great. But it's late."

"I am happy that they are looking at diversity and it has taken awhile, and it has come at a cost to many that it has taken so long."

"I am glad that the organization is finally looking at DEI but it seems like it took the murder of George Floyd to motivate us to get really serious about it."

"It seems like there is more diversity at the conference of late, but I am not sure."

Question 2: **In what ways do you believe AADPRT does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the workplace?**

"The organization is not as diverse in their leadership."

"There is more needed in terms of diversity in the leadership."

"There is a lot of work to be done in terms of recruiting Black trainees."

"Elitism is an issue. My colleagues don't have the benefit of being at the table. There was a mentorship program that was there and then disappeared. We should have been talking about race for many years."

"As an organization, we need more transparency and mentorship."

"There are minority taps and we need to be careful."

"I am worried that the momentum will run out. How do we sustain momentum on issues of race and diversity at the leadership level and throughout the organization?"

"There is elitism…. there is coastal inequity. The older programs with money, on the east coast… are all predominately white. This can be challenging."

"The leadership has been dominated by the Northeast, over time."

"In different decades we have talked about diversity differently. In the last year we are talking about Race. Earlier, we were looking at IMGs and AMGs. Even though there were IMGs few were in leadership. That was a major issue."

"There was a time where very few women were in leadership and now that is changing a little."

"I would say that women have been included in leadership, especially on committees."

"Now racial diversity is being looked at as a major thrust. How do we meaningfully respond to what is going on in medicine?"

"Transparency is lacking – how people are selected for program chairs is a mystery. Who gets picked and how do they get picked before we are asked to vote is a mystery?"

"The executive leadership track leans heavily towards white males."

"Elections are a problem, we all sort of just add our affirmation without multiple valuable choices in elections. There is a total lack of transparency."

"The program director used to be the route to being President. But the program director is selected by two at large and the rest of the executive council. So, the executive council makes the selection. Could allow area/regional people to select people on the nominating committee and change it from majority of executive council members to a minority of executive members."

"We are now talking about DEI mainly after George Floyd. If the racial justice movement didn't get kicked off last year – we would not be talking about it."

"This is challenging because I have to constantly ask myself whether I am contributing to the organization's desire to appear to be interested in DEI or are they really interested in lasting change."

"I want AADPRT to find ways to center issues of racial equity without tokenizing and taxing People of Color. It is very emotionally and physically taxing when People of Color are given the burden to fix these issues. How can the organization get people up to speed on these issues without taxing People of Color?"

"I don't know who is in the higher leadership. And then are we going to get one or two tokens up there or are we going to do the work as an organization, across the country. How will we recruit more People of Color or mentor more into leadership positions? How do we recruit and train more underrepresented medical students into psychiatry? We can sprinkle some color in the executive committee, or we can really do the work from the back end. I hope we do the work!"

"My program director once accused me of being an illegal resident. What are we doing to really look at microaggressions? Even the residents tell us we are causing harm to underrepresented residents."

"We need a mentorship program and I have never heard of a mentorship program sponsored by AADPRT."

"It is even harder for smaller programs to recruit underrepresented minority medical students because of elitism. They choose more well-known programs for obvious reasons."

"I worry about tokenism. I don't think People of Color should be the only ones talking about DEI issues. I would like others in power to talk about it."

Question 3: **If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?**

"We need more direction from AADPRT regarding what it expects from the sites. There do not appear to be any standards and if there are I am not aware of any

standards. The university (site) has passion and commitment on DEI issues. However, there is no mandate from the larger association requiring that to be the case. Nothing that I know of. I would be happy to see this."

"I want to see AADPRT offer more training opportunities on how to recruit diverse residents."

"It would be helpful if the leadership was more visible and engaged. I don't know how diverse the leadership is and they should be more transparent about all of this."

"We need guidance from AADPRT about how to diversify our recruitment and how to respond back to sites when they continue to limit their recruitment to seeking those who are privileged, for example white males."

"There needs to be more collaboration between the leadership of AADPRT and the program directors."

"There are really very limited opportunities to meet the leadership unless you attend the annual meeting. A few of them introduce themselves at the annual meeting but not everybody gets to attend. Unfortunately, not everyone can afford the AADPRT conference."

"There is so little that is known about the leadership. I don't even know if they are racially diverse. It would be great if there was something available that stated these are your leaders or there was some way to communicate with those who are not in the inner circle."

"I would like to see diversity up the ladder. There are too many white men."

"I am so glad to be a part of this. We need to do something about the diversity issue and take definitive actions."

"There needs to be some very specific structural things put in place to continue to address issues of race."

"I think the Association needs to invest more in the regions. They are the closest to what is going on at the ground level. Not committees. Giving committees a charge is not working. Regional coordinators would work, to engage regions."

"There needs to be a plan to ensure that the diversity work is shared so that the burden doesn't fall on the shoulders of People of Color. We have to work on this together."

"In terms of recommendations, the organization needs to look at who and what they are centering. Are we going to have focus groups but then what happens at the next few annual meetings? Where will they spend their money and effort. That is what I will look for."

"No matter what the doubts are or the skepticism of members, we all need to stay engaged and pursue this. It's so easy to not act. Just acting and doing something is an improvement from where we have been. I would like them to expand the membership of the nominating committee. It's an inbred process. That is the access point to become President, then it needs to be broadened of who we consider for that. It's always been unclear how people get selected to become committee chairs."

Group G

Question 1:   **In what ways do you believe that the Association does a stellar, or at least an adequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the Association?**

"Our group is a great, thoughtful group that is genuinely interested in diversity. We have a lot of sensitive people."

"I think there is a commitment to making us a culturally sensitive organization."

"Doing this is a wonderful idea and it shows intentionality."

"It is new for the organization to look specifically at race and I think it is a good idea."

"The Listserv is a wonderful resource."

"The creation of a Diversity Committee was a very important and necessary development that was long overdue."

"Two years ago, there was no designated time or space for the Diversity Committee to meet at the conference, the last meeting was an exception."

"This is one of the most welcoming organizations I have ever been associated with or been a part of."

"The organization does a great job of making everyone feel welcomed."

"Having a centralized repository for resources is a great idea and is very useful."

"The organization feels inclusive. There seems to be an increased focus on inclusiveness."

"The Allyship group is a good idea and so is the book club."

Question 2:   **In what ways do you believe AADPRT does a poor, or inadequate job of promoting, integrating, and addressing issues of diversity generically, and race specifically, throughout all areas of the workplace?**

"There are not enough African American Psychiatrists or Program Directors and that is a big problem."

"I don't know about the leadership other than they seem really disconnected from the rest of us."

"Diversity in the leadership is lacking and this is not a new issue."

"This process, while I am glad it is happening, was very awkward. I think a more general invitation would have been helpful."

"This process could have been more thoughtful."

"Nobody clearly knows how the leadership works, how you get selected for positions or to participate."

"The conference workshop process is difficult to understand. There seems to be the same cookie cutter workshops offered every year."

"The same presenters present every year at the conference and the topics are the same as well."

"There is no public information that makes clear how things work."

"The conference workshop selection process is a mystery. You never receive feedback regarding why an abstract wasn't accepted. Maybe if there was feedback, you could benefit and get one selected the next year."

"The focus on diversity is new and occurs sporadically. There is lots of work that needs to be done to highlight it more."

"There is often a steady stream of racial microaggressions directed towards early career Latina Physicians. Unfortunately, these issues are often ignored."

"I was really hesitant to participate in this process for fear that it would be performative."

"Our leadership is often mostly from the Northeast and mostly white."

"There is a history of a lack of IMG leaders."

"We need to find ways to center racial equity without burdening People of Color and relying on tokenism."

"I have no idea how to become a leader of this organization or how to get more involved."

"We need more diversity among conference presenters."

"Overall, we express a commitment to being an inclusive environment and everyone is friendly, yet I feel there is very little attention devoted to understanding my needs as a Woman of Color."

Question 3: **If you could make recommendations to the leadership for changes that could be implemented next week, what recommendations for improvements would you offer?**

"We don't have any race-based data and we should have it."

"Better mentorship for People of Color for leadership positions."

"We need help with foreign recruits."

"We need more transparency regarding how things work, especially committee assignments."

"Some type of Sponsorship program is needed to assist People of Color in becoming more active in the organization."

"Be mindful of the minority tax that many People of Color have to pay for the privilege to participate in a predominantly white organization."

"Encourage and create opportunities for underrepresented minorities to co-present with more established Psychiatrists."

"We need to make it an expectation that we will be an organization that is willing to have uncomfortable conversations about race and other issues and get buy-in from everyone."

"There needs to be an incentive or some type of resources available to support those who want to participate in the organization but who are from smaller, less resourced institutions that cannot support their voluntary service."

"I would like to strongly recommend that the Leadership stays engaged, too often they feel detached and disconnected."

"The Nominating Committee needs to be expanded."

Section II: Recurring Themes and Consultants' Personal Reflections

The predominant themes and reflections that emerged from the various groups relative to diversity were as follows:

1) Transparency and Organizational Tapping

2) Nominating Committee

3) Structural/Systemic Inequities

4) Racial Slights and Microaggressions

5) Tokenism

6) Creation of Safe Spaces

7) IMGS

8) Need for Greater Advocacy

9) Anti-Racism and Racial Sensitivity Training

10) Pipelines and Mentoring

11) *Esprit de Corps* and Positive Regard for AADPRT

Theme and Reflection 1: Transparency and "Organizational Tapping"

The issue of and desire for greater Association-wide transparency was mentioned in every group with whom we met. Many participants reported feeling baffled about how critical organizational decisions are made and implemented. The absence of transparency regarding the processes and inner workings of the Nominating Committee was a major point of angst, distress, and consternation for many participants. Several participants strongly suggested that the Nominating Committee, especially in its present form, should be abolished and reconfigured. To some, the process seems fraught with preferential treatment and organizational tapping to a select and privileged few." One participant described it as "an inbred process." One white participant stated: "my experience as a white person in the organization has been very different from that described by People of Color. I got assigned to a committee early on, people reached out to me as a white person. I have always known that I could be involved at the committee level."

Similarly, there was also consistent feedback regarding what was described and perceived as an overall lack of transparency with the workshop selection process for the annual meetings. Several participants noted that there was considerable overlap between those empowered to select workshops for the conference and those presenting workshops. There appears to be widespread confusion and a lack of clarity regarding the criteria for obtaining approval of a conference abstract proposal.

Theme and Reflection 2: Nominating Committee

As noted in Theme 1, the Nominations Committee was consistently cited as an integral and problematic facet of the Association. The two chief complaints about the committee centered around: 1) the lack of transparency regarding its decision-making processes and standard operating procedures; and 2) the fact that it operates as a closed system fueled by a "Buddy System" predicated on preferential treatment that is antithetical to principles of equity and inclusion. The pervasive sentiment of those participating in the Organizational Assessment is that the current structure and function of the Nominating Committee is a major deterrent to promoting an organizational climate of openness, equity, fairness, and belongingness.

Theme and Reflection 3: Structural/Systemic Inequities

The confluence and consequences of the tapping system, the reliance on an informal but well-developed Buddy System, the lack of diversity represented on the Steering Committee and the perceived ambiguous functioning of the Nominating and Annual Meeting Program Committees all contribute to the creation of a myriad of unintentional but impenetrable structural barriers that seem to hamper the Association's stated desire to promote and achieve racial equity. Participants of all races expressed disenchantment with the functioning of the Nominating Committee in its current constitution. It was often described as "self-serving," "too clandestine," and "worthy of dismantlement." Similar comments were frequently shared in relationship to the Annual Meeting Program Committee, which is also perceived as an exclusive, inside operation that benefits a small group of the same individuals on an annual basis. Whether this is the pragmatic reality or not, it is our impression this is a prevailing perception that was shared by a sizeable cross-section of the participants we met with during our sessions.

The structural issues that we refer to here also seem to support what many participants referred to as an organizational bias that privileges the "coasts" (East and West), larger Universities, and Ivy League schools. While we didn't have access to any information that suggested that there was intentional overt bias and discrimination against People

of Color, smaller programs, non-Ivy League Schools, under resourced programs, those located in rural areas, or in the middle of the country, it did appear that the current policies, procedures, and practices of the Association help to unwittingly support a range of systemic inequities regarding who has access to the organization and how.

Theme and Reflection 4: Racial Slights and Microaggressions

Virtually all of the Participants of Color we met with recalled painful and agonizing stories and experiences where they had been the recipient of racial microaggressions and slights. These comments ranged from being asked if they were citizens to one person who reported: "I have experienced racism and sexism. I was once intentionally kicked while I was bending down for something. It's like kicking a dog. That person is gone now but the experience hasn't. Sometimes you just can't say anything otherwise you are seen as a troublemaker or playing the race card. You have to remain silent because you need the income."

Many of the comments regarding racial microaggressions perpetrated against the Participants of Color occurred within their respective programs and not necessarily in their interactions with AADPRT. However, there were some reports of racial microaggressions occurring during the annual meetings and to a lesser degree during some committee meetings. We include these disclosures here because many of participants believed very strongly that AADPRT should assume a stronger advocacy role in supporting program directors, especially those who are People of Color and women, and who are routinely exposed to racist and sexist comments. Many of the targets of racial microaggressions reported not having a mechanism for redress without fear of reprisal. Many reported reluctance to share these experiences with the AADPRT leadership because "there is professional nepotism" and "it may not be safe."

*Many of the direct quotes we received, we have elected not to include here to protect the anonymity of the contributors. Disclosure of the specific microaggressions would make it relatively easy to identify the participants. There were a few isolated cases where we were specifically asked to not include specific comments for fear of punishment. We contrast those requests with the one that was specifically made by a white male: "Ken, please state anything that I have said that is controversial, I am a white!"

Theme and Reflection 5: Tokenism

Participants of Color expressed a very strong interest in being included in the main of the Association's governance and yet do not want to be done so in a tokenistic way. Many expressed fears of being included not for the anticipated merits of their contributions but rather as a tokenistic performative gesture. There was a recurring worry that the leadership of the Association may not be able to appreciate the differences between the two in a nuanced way. Several participants of Color provided specific examples of how they were treated as tokens in meetings and by the Association at large. The inclusion of those examples here would undoubtedly expose the participants who are worried about reprisal.

Theme and Reflection 6: Creation of Safe Spaces

Several participants of all races noted that People of Color within the Association needed a safe space to discuss race. The Focus Groups helped to highlight and confirm that many People of Color are having similar struggles with issues of race and racism and don't seem to have a place to metabolize their feelings or have their experiences consensually validated. The Listserv and the creation of the DEI Committee have been helpful, and it appears that additional measures are needed.

Theme and Reflection 7: IMGs

There was considerable concern expressed regarding the exclusion of IMGs from discussions about diversity and inclusion. There was a general sentiment that issues germane to IMGS as well as representation of their interests at the committee level were woefully absent from the mainstream of the organization. IMGs were described as double minorities since they are disproportionately People of Color and internationally trained. It appears that the segments of the organization that are NOT white, NOT from Ivy Schools, NOT trained in the U.S., NOT from Urban areas, NOT from either Coast, or NOT male, all seem to experience (or feel) some degree of marginalization within the Association that warrants further attention and scrutiny.

Theme and Reflection 8: Need for Greater Advocacy

We spoke with several participants who didn't seem to know very much about the Association or its function. Several participants did not know, when asked, who the President of the Association was. Despite the varying degrees of knowledge about and familiarity with the organization, there was a consistent request for the Association to

assume a greater advocacy role. The Program Directors expressed a need to receive greater support and advocacy from the Association regarding several issues ranging from the promotion of diversity and equity issues and addressing racial/gender microaggressions to providing guidelines for enhancing minority recruitment. Several participants described both the Association and the leadership as being too distant and detached.

For many Program Directors it appears that some level of discrimination is expected and constitutes a common practice within some programs. It was interesting to us that the plea from many program directors was to have more training to help develop strategies to *deal* with discrimination, rather than to eliminate it. The elimination of discrimination appeared to be a more remote consideration, perhaps because they don't have the power to do so. There was a repeated hope expressed that AADPRT could become more active and engaged in helping to mitigate many of these issues. Unfortunately, our knowledge of the intricacies of the working relationship between AADPRT, Program Directors, and Faculty is very limited. Thus, it is unclear to us whether the request for more involvement and assistance from AADPRT in addressing the prevalence of racial microaggressions and what was described by some as "discriminatory practices" at the program level is even a fair and reasonable request. If such action is within the purview of AADPRT's role, it appears to us that it is sorely needed and long overdue.

Theme and Reflection 9: Anti-Racism and Racial Sensitivity Training

There seems to be quite a range in the availability and types of Anti-racism/Racial Sensitivity Training that is offered within various programs. Some programs reported offering extensive and comprehensive training under the auspices of a Chief Diversity Officer while other programs offered scant opportunities and did not have designated diversity personnel. Several Program Directors reported needing additional training to learn how to deal effectively with racial microaggressions as well as how to be better advocates for Residents of Color experiencing microaggressions. A similar need was expressed for AADPRT members. Many participants reported that the recent trainings offered at the conference have been extraordinarily helpful and well-received and that they need to be continued. It appears to us that such a move would further strengthen AADPRT's advocacy role, allow it to exert more leadership in the area, and encourage programs to do likewise.

Theme and Reflection 10: Pipelines and Mentoring

The need for more mentoring and establishing pipelines to nurture and enhance racial inclusion were recurring themes. It was acknowledged that the current "tapping" process embedded in the Buddy System was a form of mentoring, but it seems to disproportionately benefit white members. The need to develop and codify a formal mentoring program geared towards preparing minority members for leadership positions throughout the organization was often cited as a critical need. It was also noted that a similar mechanism is needed to attract more students to the profession. Creating viable pipelines for racial minorities, complemented by a comprehensive approach to mentoring, was regarded by many to be an effective long-term strategy for the Association to consider.

Theme and Reflection 11: *Esprit de Corps* and Positive Regard for AADPRT

We received a plethora of feedback and constructive criticism about AADPRT and some of its shortcomings pursuant to its quest to become a more racially sensitive, inclusive, and equitable organization. Among those with whom we interacted, there was not a single expression of animus that was directly expressed or implied about the organization. In fact, many stated that they perceived the organization as one that had good intentions, seriously attempting to become a better version of itself and to rewrite its long history of not centering issues of diversity. One Person of Color stated that "When I attend the annual conference everyone is genuinely nice and I feel like there is at least a superficial effort to make me feel welcomed—I feel the organization is trying but then there are all of the little things like the looks you get or the obvious discomfort that you can sense coming from some people that reminds you that we have a long way to go." It seems that even amid the dissatisfaction that many expressed with the Association, there remains an overall positive regard that many hold for it. There appeared to be a very high *esprit de corps* and sense of mutual respect among all those with whom we met.

Section III: Consultants' Recommendations *(Responses below)*

This section highlights a series of recommendations based on the feedback provided during the Focus Group meetings as well as the observations and impressions gleaned by the Consultants. The recommendations are listed randomly and are not organized in terms of significance or urgency.

1. We recommend that the leadership shares the external consultants' report with all stakeholder groups as a crucial first step toward improving communication and transparency.

2. We recommend that the leadership develops a strategy for responding to the concerns about the lack of transparency throughout the organization. Such a strategy might entail:

   - Appointing a Task Force on Transparency and Accountability that would be comprised of a heterogeneous cross-section of the organization's membership
   - Retaining a consultant to oversee such an initiative
   - Producing a comprehensive document explicitly outlining the organization's policies and procedures for committee assignments and appointments, conference program selections, etc.
   - Other strategies deemed appropriate by the leadership

3. We recommend that the leadership conducts or retains a consultant to conduct a comprehensive audit of the standard operating procedures, policies, practices, and protocols of all standing committees to identify and address any embedded barriers that would negatively impact the organization's broader goals of promoting racial equity and inclusion.

4. We recommend that the Steering, Executive, and Diversity Committees participate in an intensive racial sensitivity training as a mechanism to enhance team building and to acquire the tools necessary for facilitating substantive conversations about race and other dimensions of diversity throughout the organization.

5. We recommend that the leadership, with appropriate input from the staff and other appropriate parties, develops a comprehensive equity strategic plan that specifies:

   - Clearly delineated goals, objectives, and measurable outcomes

- Strategies for increasing the racial diversity of committee appointments and for increasing the participation of other underrepresented members of the organization

- The establishment of a predetermined mechanism for tracking, assessing, and evaluating progress towards meeting established goals and objectives

- The accountability measure that will be employed to ensure that the entire Association receives ongoing feedback regarding its progress or lack thereof in executing its equity plan

6. We recommend that the leadership designates some of its time to engage in a series of open, honest, transparent conversations designed to consider a host of structural changes it might implement to ensure and/or increase racial equity and inclusion particularly as a means of rectifying historically-based inequities. We offer the following as mere illustrations of the type of initiatives we believe might be worthy of consideration:

- Restructuring the Leadership Teams in a way that would assure greater diversity, inclusion, and input to address some of the structural issues contained in this report pursuant to access, communication, and tapping.

- Creating an anonymous Diversity hotline that would be a receptacle for feedback regarding diversity related issues germane to the organization.

- Reconceptualizing the function of the Regional Directors' Committee to help create a pipeline from the regions to the larger organization, provide regional input to shaping of the conference program process, as well as a host of other issues that could be germane to broadening the sense of inclusion and belongingness within the organization. There appeared to be considerable confusion about the Committee, its function, and how the Chair is selected.

7. We recommend that the leadership designates protected time at the annual meeting to conduct a facilitated conversation with the Diversity Committee, Program Directors, and all other interested parties regarding issues of diversity, inclusion, and belongingness.

8. We recommend that the leadership devises a plan of action that will enable it to be more proactive in assuming a larger advocacy role regarding a broad spectrum of issues related to supporting racial equity, diversity, and inclusion issues at the program level.

9. We recommend that the leadership continues to support the existence and further development of the Listserv.

10. There seems to be a larger cultural-structural-systemic dynamic within the Association that has unintentionally contributed to an "us and them," inside-outsider group dichotomy. We heard repeatedly about the ways in which People of Color, women, IMGs, Non-English as a first language speakers, members from rural programs, non-Ivy league schools, those from smaller under-resourced organizations, and those from the geographical middle of the country often felt excluded and/or detached from the mainstream of the organization. While we received no feedback regarding sexual orientation, which was obviously beyond the scope of our work, we wondered if the silence regarding it was a matter of scope, or was indicative of a silence and invisibility experienced by those within the organization who identify as LGBTQIA and gender non-conforming. Given AADPRT's goals and desires to be a more inclusive organization that can be a model for other organizations, we recommend that the leadership strongly considers, perhaps as a long-term goal, the possibility of creating a senior level position akin to a Chief People Person, Chief Diversity, Equity, and Inclusion Officer or under some other title to oversee all of its diversity, inclusion, and belongingness issues. There are a number of interim strategies that could be employed to address this need until such time the organization is able to invest in a designated position. However, the scope of the work that is needed is well beyond the purview of a volunteer committee or the responsibility of those who are most affected by systemic and structural bias.

Report Recommendations and AADPRT Steering Committee (SC) and Executive Council (EC) Responses

1. We recommend that the leadership **shares the external consultants' report** with all stakeholder groups as a crucial first step toward improving communication and transparency.

The Steering and Executive Committees will distribute the full report to membership in November 2021 with our initial list of action items we intend to implement. We anticipate offering a townhall with Mike Travis (current President) and Sallie DeGolia (President-Elect) in January 2022. Our overarching aim in responding to these recommendations is to increase the transparency of AADPRT's processes and procedures to its members and to broaden the opportunity for involvement and inclusion within the organization.

Post release of the responses to the recommendations in the report, AADPRT will offer two methods for member communication regarding the report. We would prefer to use these rather than using the list-serve. This will allow for consolidation of comments, but also an anonymous way to feedback.

i.   Anonymous Commenting via Formstack®
Comments gathered via a Formstack® form with no identity information required (unless a member opts to include). Comments will be collected by the Executive Director and disseminated to SC.

ii.   Private AADPRT Member Online Forum
AADPRT will utilize a discussion-board style service to allow for comment threads organized by the 10 recommendations in the Assessment. All comments will be identified by member name. The forum is a web-based software called PlushForums® that will be accessed via Single Sign On (SSO) functionality in the AADPRT Member Portal. This means an AADPRT member may log into their AADPRT account, click a link to PlushForums® on their dashboard, and be automatically signed into the private AADPRT discussion board on the PlushForums® website. [View sample](#).

2. We recommend that the leadership develops a strategy for responding to the concerns about the **lack of transparency** throughout the organization. Such a strategy might entail:
- Appointing a Task Force on Transparency and Accountability that would be comprised of a heterogeneous cross-section of the organization's membership
- Retaining a consultant to oversee such an initiative
- Producing a comprehensive document explicitly outlining the organization's policies and procedures for committee assignments and appointments, conference program selections, etc.
- Other strategies deemed appropriate by the leadership

Task Force/Committee
*We will **create a Committee for Organizational Equity** composed of a heterogenous cross-section of the organization's membership. This is being formed as a Committee rather than a Task Force in recognition that this work will take several years. To promote a transparent and equitable process, we will seek self-nominations through our member communication channels for the position of Committee Chair. Nominees will be asked to complete a brief application form. The Chair position will ultimately be selected by the President in consultation with the SC, the IMG Committee Chair and the Diversity & Inclusion (DI) Committee Chair. Members of the Committee for Organizational Equity will be selected from self-nominees in consultation with the Committee Chair, the IMG Committee and the D&I committee. The Committee's roles and responsibilities will be outlined by the SC and based on the*

Eikenberg Institute Report recommendations.

In brief, the Committee for Organizational Equity will start a review of the processes, procedures, and by-laws of AADPRT. It will look for ways to increase diversity, openness, fairness, transparency, equity, and inclusion within the organization. The Committee will also consider how AADPRT can better support our members in their home institutions and organizations.

Nominating Committee
*To enhance transparency and provide a more equitable selection process, we will rename and reorganize the composition and procedures of the **Nominating Committee**. As restructuring the Nominating Committee will require a bylaws change, we will maintain the Nominating Committee's current structure with a set of new guidelines for its composition for the 2021-22 nominating period but propose amended bylaws for consideration within the next year. The amended bylaws would then be submitted for ratification.*

For the 2021-22 period, the past-President, will chair the five-member committee consistent with our current bylaws.

In order to introduce more transparency and equity into the current process, the Nominating Committee will consist of:

- ▪ *Chair: Past President of AADPRT*
- ▪ *2 members will be selected by lottery from nominations from the general membership. Individuals can self-nominate or be nominated by others. We will encourage those who feel underrepresented in medicine and leadership to self-nominate.*
- ▪ *The D&I and IMG Committees will work together to select two additional members from those who self-nominated or were nominated by others.*
- ▪ *At least one of the members of the Nominating Committee other than the Past-President should be from the EC*

Through a bylaws amendment to be proposed to the membership within the next year, we will recommend that the Nominating Committee be formally renamed to better reflect its function. In conjunction with the Committee for Organizational Equity, we would like to propose that the renamed Nominating Committee expand its membership, have greater representation from the regional caucuses, and allow for general membership participation on the committee.

Consultant
See below

Committee Procedures
- o *All new AADPRT members will be strongly encouraged to join Committees*
- o *We will try to establish standard definitions for Committees, Caucuses, and a newly formed category – Affinity Groups*
  - ▪ *Committees Chairs will continue to serve on the EC*
  - ▪ *The Regional Caucuses will remain Caucuses*
  - ▪ *Affinity Groups will be opportunities for people with similar issues and problems to have a space to meet and provide peer support, networking, and mentorship.*
  - ▪ *We will task the **Committee for Organizational Equity to** develop standard procedures for selecting Chairs of Committees and Caucuses. This will help make the process more transparent and equitable.*

Program Committee

The Program Committee will immediately broaden its membership for the purpose of reviewing and selecting workshops and posters (from submitted abstracts) for the 2022 annual meeting. We anticipate formally increasing the membership from 3 to 10-15 self-nominated members in order to better represent AADPRT membership. Additionally, we will revise and make transparent the criteria for abstract selection, develop a process to ensure feedback to those who submitted abstracts but were not selected, and prioritize first-time submitters and abstracts representing multiple programs. In future annual meetings, we will blind abstract submitting authors from reviewers. For presentations that have been repeated over the years, we will ask the submitters to include new people in lead roles.

3. We recommend that the leadership **conducts or retains a consultant to conduct a comprehensive audit** of the standard operating procedures, policies, practices, and protocols of all standing committees to identify and address any embedded barriers that would negatively impact the organization's broader goals of promoting racial equity and inclusion.

*Although we will have created a Committee for Organizational Equity, (COE), we believe it is important to have an outsider review our processes from time to time to ensure adherence to our equity, diversity, and transparency goals in an effort to meet the needs of all our members. As such, we will consider retaining an **Equity Consultant** to provide ongoing oversight and offer recommendations, as needed. This consultant will work closely with the Committee for Organizational Equity. Since Kenneth Hardy is already aware of how AADPRT functions he would be a natural initial choice. SC and the Committee for Organizational Equity will work with him to determine how he might function in that role if he is willing.*

4. We recommend that the Steering, Executive, and Diversity Committees participate in an **intensive racial sensitivity training** as a mechanism to enhance team building and to acquire the tools necessary for facilitating substantive conversations about race and other dimensions of diversity throughout the organization.

Prior to the 2022 Annual Meeting, there will be an intensive racial sensitivity training for all members of the Steering and Executive Committee. In addition, six 3-hour sessions of 25 people each will be available to our meeting registrants. We expect that both the Committee for Organizational Equity and Diversity Committee members will participate in one of these training sessions. Moving forward, we expect that programming at the Annual Meeting will provide ongoing racial sensitivity training including managing microaggressions. As new Executive Committee members join EC, they will be expected to have completed this training as well.

5. We recommend that the leadership, with appropriate input from the staff and other appropriate parties, **develops a comprehensive equity strategic plan** that specifies:
- Clearly delineated **goals, objectives, and measurable outcomes**
- Strategies for **increasing the racial diversity of committee appointments** and for **increasing the participation o**f other underrepresented members of the organization
- The establishment of a predetermined mechanism for **tracking, assessing, and evaluating progress** towards meeting established goals and objectives
- The accountability measure that will be employed to ensure that the entire Association **receives ongoing feedback** regarding its progress or lack thereof in executing its equity plan

The Committee for Organizational Equity will guide the SC, EC, and our organization in developing a comprehensive equity strategic plan, initially over 5 years. As described above, this plan will include

specific, organizational goals, objectives, and measurable outcomes. The plan will include a process of reviewing all AADPRT policies, procedures and practices with an equity lens and amending accordingly. It will also include reporting outcomes (i.e. demographic composition of organizational units, transparency of organizational processes and procedures) to the stated goals and objectives. We would expect recommendations from the Committee regarding its charge based on this report 12 months after the committee is constituted. Once changes have been implemented, we would monitor demographic metrics for changes and seek membership feedback to help assess whether outcomes are trending in the anticipated direction or have been achieved.

6. We recommend that the leadership designates some of its time to engage in a series of open, honest, **transparent conversations** designed to consider a host of structural changes it might implement to ensure and/or increase racial equity and inclusion particularly as a means of rectifying historically-based inequities. We offer the following as mere illustrations of the type of initiatives we believe might be worthy of consideration:

- **Restructuring the Leadership Teams** in a way that would assure greater diversity, inclusion, and input to address some of the structural issues contained in this report pursuant to access, communication, and tapping.
- Creating an **anonymous Diversity hotline** that would be a receptacle for feedback regarding diversity related issues germane to the organization.
- **Reconceptualizing the function of the Regional Directors' Committee** to help create a pipeline from the regions to the larger organization, provide regional input to shaping of the conference program process, as well as a host of other issues that could be germane to broadening the sense of inclusion and belongingness within the organization. There appeared to be considerable confusion about the Committee, its function, and how the Chair is selected.

    *Regional Directors' Committee was intended to mean Regional Representatives by the report's author.

    We anticipate that these conversations will come in the form of in-person and virtual townhalls, informal discussions or focus groups at Annual Meetings, membership and regional representative listserv discussions, as well as through an anonymous formstack and non-anonymous message board for feedback (to be developed as outlined in response #1), or through surveys, as needed.

    Working with the Committee on Organizational Equity, we plan to create a more transparent and equitable process for selecting the Regional Representatives as we recognize them as being key in the responses to these recommendations.

    We intend to encourage members to create affinity groups that provide a safe space for those to discuss challenges they face regarding diversity and inclusion.

7. We recommend that the leadership designates protected time at the annual meeting to conduct a **facilitated conversation** with the Diversity Committee, Program Directors, and all other interested parties regarding issues of diversity, inclusion, and belongingness.

> *See above. We have scheduled time during the 2022 Annual Meeting to meet with membership as well as the Diversity Committee about issues of diversity, inclusion and belongingness. Going forward, the Business Meeting at the Annual Meeting will include a report and discussion on the organization's progress and challenges in the area of diversity, equity, and inclusion each year.*

8. We recommend that the leadership devises a plan of action that will enable it to be more proactive in assuming a larger **advocacy role** regarding a broad spectrum of issues related to supporting racial equity, diversity, and inclusion issues at the program level.

The SC has been considering this shift in approach with great care. Where advocacy can be aligned with evidence and sound educational practice, it is appropriate for our organization to support specific positions or initiatives. We do not see this as a political issue but rather an important stance based in evidence. We are strongly committed to an appropriate work climate for training directors, program administrators, and trainees that is equitable and inclusive in order to foster learning and effective functioning. Furthermore, the Program Committee will look to address advocacy training within the Annual Meeting programming in order to help members become more effective advocates within their own organizations.

9. We recommend that the leadership continues to support the existence and further development of the **Listserv**.

> *The SC and EC are in full support of the value and equity of AADPRT's listserv. We are working closely with the Information Management Committee to enhance membership communication channels to better overcome institutional firewalls.*

10. There seems to be a larger cultural-structural-systemic dynamic within the Association that has unintentionally contributed to an "us and them," inside-outsider group dichotomy. We heard repeatedly about the ways in which People of Color, women, IMGs, Non-English as a first language speakers, members from rural programs, non-Ivy league schools, those from smaller under-resourced organizations, and those from the geographical middle of the country often felt excluded and/or detached from the mainstream of the organization. While we received no feedback regarding sexual orientation, which was obviously beyond the scope of our work, we wondered if the silence regarding it was a matter of scope, or was indicative of a silence and invisibility experienced by those within the organization who identify as LGBTQIA and gender non-conforming. Given AADPRT's goals and desires to be a more inclusive organization that can be a model for other organizations, we recommend that the leadership strongly considers, perhaps as a long-term goal, the possibility of creating a senior level position akin to a **Chief People Person, Chief Diversity, Equity, and Inclusion Officer** or under some other title to oversee all of its diversity, inclusion, and belongingness issues. There are a number of interim strategies that could be employed to address this need until such time the organization is able to invest in a designated position. However, the scope of the work that is needed is well beyond the purview of a volunteer committee or the responsibility of those who are most affected by systemic and structural bias.

> *Our first step will be to create the Committee for Organizational Equity as described above to address the broader issues of equity detailed above. The Committee for Organizational Equity will work closely with the SC in terms of developing a plan for external oversight of AADPRTs Diversity Equity and Inclusion efforts.*

Other:
The SC and EC identified other change opportunities not covered in the specific recommendations outlined above which we felt were important for the organization to consider or pursue. These include:

1. ***Resources for underfunded program participants***
   We recognize the difficulty under-resourced programs may have in terms of opportunities for more viable participation in AADPRT. It was not clear how to support these programs, but we felt that by providing more accessibility to leadership and committee positions and by messaging institutions about the value of participating in AADPRT (development of leadership, administrative and educational skills and expertise) would be useful. We believe that individual departments should provide the resources (time and financial support) to support the academic growth and development of training directors and program administrators. We will continue to advocate for this support with departmental chairs (and collaborations with the American Association of Chairs of Departments of Psychiatry) as well as the Review Committee

for Psychiatry and the ACGME.

2. ***New training director support***
   We recognize the power of mentorship throughout one's career development. As a new member of AADPRT, early mentorship around day-to-day tasks as well as exposure to organizational opportunities is important. We would like to refine the system where senior AADPRT members link up with new training directors early on in their AADPRT membership, either individually or through groups, to help pave the way to better understand our organization and clarify ways to become involved in Committees and Caucuses and Affinity Groups. We would like to review our current mentorship program to determine any barriers to access and how it might be better structured to meet the needs of our members. You can learn more here: https://www.aadprt.org/training-directors/mentorship-program.

3. ***Safe spaces***
   Several members have mentioned a need for safe spaces in which to convene during the Annual Meeting. As such, we will welcome the development of appropriate affinity groups to provide meeting space to encourage discussions, networking, and mentoring.

4. ***Sustainability in Equity Efforts***
   The SC and EC are strongly committed to rectifying structural barriers to inclusion in a way to enhance belonging in our organization. We do not see this effort as a one-time activity but rather an ongoing practice that will evolve and strengthen with time. In order to ensure and codify our commitment, we plan to review and amend the bylaws to ensure its continuation, develop the Committee for Organizational Equity charged with ensuring ongoing equity practices, as well as consider using an outside consultant to perform an equity audit on a regular basis to provide feedback and guidance as necessary. Furthermore, we will rely on membership feedback and collect ongoing quantitative (program size, rural vs urban institutions, regional distribution, IMG status, and demographics of members at large as well as those in leadership, committees, giving workshops/posters, plenary speakers, etc.) and qualitative metrics (e.g., programming content analysis, member evaluations) to help us monitor progress.

5. ***IMGs***
   We recognize that IMGs are challenged not only with feeling excluded based on training, but also a disproportionate number of IMGs are people of color. We also recognize not only IMG contribution to the field but also the challenges IMGs experience entering residency as well as their experience within residency. We are committed to enhancing IMG involvement within AADPRT. The IMG caucus has had a representative on the Executive Council since 2015 and we have changed its status from "Caucus" to "Committee". We anticipate that the Committee for Organizational Equity will have recommendations about equity and inclusion issues as they relate specifically to IMGs.

6. ***Avoiding tokenism.***
   As AADPRT takes on the issues of inequity, transparency, and enhancing a feeling of belonging within our organization without placing the responsibility and burden on the shoulders of those who experience inequity and the lack of inclusion, we anticipate that members will not experience tokenism. To ensure this, when we ask people to get involved it must be clear and true that they are valued as members and have a voice and some control and authority We will actively seek feedback to ensure we are on the right track.