Abstract: 2023 ELAM Institutional Acton Project

Project Title: Zooming out: Using Data Governance with Environmental Scan to Build the Framework for Faculty Recruitment, Development, Promotion, and Retention Initiatives.
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Topic Category: Faculty Affairs/Administration

Background/Significance: Academic medicine is shifting away from piecemeal, project-based data toward centralized tools for data-driven decision making. Data governance (DG) informs and supports the academic mission, while providing a standardized, efficient process with increased accuracy and ability to adjust to external/internal paradigm shifts. Inherent in successful DG, is its ability to integrate with the culture it serves. This highlights the importance of conducting an environmental scan to inform DG and decrease exhaustion of resources through program mis-implementation. Through LCOM Office for Faculty, this project aims to create a small-scale, faculty data (FD) centered DG to illustrate operational impact and catalyze continued support towards a more comprehensive, LCOM wide DG.

Goals/Objectives: Build an integrated DG committee (DGC) of key stakeholders focused on administrative faculty data, informed by an environmental scan, following *Leveraging Promising Practices* (Dr. Griffin; ASPIRE), with the following deliverables: data targets (metrics and definitions); streamlined data tracking system to support continuous monitoring, ease of visualization, identification of critical diversity patterns, and clean, efficient, and transparent faculty affairs processes. Long term goals: stepwise expansions of FD metrics/definitions/assessment reporting and integration into an LCOM wide DG encompassing all missions.

Approach/Methods

- Establish DGC, led by Office for Faculty with representation from:
  - LCOM Technology Services, Office of Diversity, Equity & Inclusion, Gender Equity, Human Resources; UVM Institutional Research and Assessment
- Perform environmental scan:
  - Publication review
  - Catalogue available FD sources/systems
  - Key Stakeholder/Leadership interviews (internal/external)
  - AAMC Diversity, Inclusion, Culture, and Equity (DICE) Survey
- Create FD target indices:
  - Simple: Accreditation/Regulatory Data
  - Complex: Supporting/tracking effectiveness of Strategic Plan Data (http://www.med.uvm.edu/vision2025/strategic)
- Create business plan/obtain approval/recruit Data Analyst into Office for Faculty
- Build FD dashboard prototype-visual design; define/clean data
- Beta test dashboard; obtain feedback (ongoing)

Outcomes/Results: Enacted novel DGC effective in creating deliverables, as informed by environmental scan, and recruited Data Analyst. FD dashboard prototype created (Microsoft Power BI/PeopleSoft self-identified, EEO, hiring data). Beta testing of dashboard expanded a pilot project, Report Card for Gender Equity (Dr. Anne Dougherty), into Gender/Demographic Report Card for all LCOM department chairs at annual review.

Discussion/Conclusion: A small-scale DGC developed an adaptive, one-truth, data-tracking system with operationalized beta testing through Gender/Demographic Report Cards for annual department chair reviews. Environmental scanning provided the DGC a proactive approach through knowledge of root causes, building trust, collaboration, and comprehensive knowledge. Beta testing feedback will inform and optimize next steps while Data Analyst joining DGC will provide enhanced analytic capabilities, further actuating our vision of developing a data centered framework that drives vigorous, inclusive, and efficient initiatives in support of faculty recruitment, development, promotion, and retention.