

## Message from the Director

Zea Borok, MD



Back in March of this year, it would have been difficult to conceive of the numerous challenges that have faced us all over the last 7 months amid the turmoil facing our country. COVID-19 has been especially difficult for those in our community with caregiving responsibilities, and those with children who have been particularly affected by school closures. Unfortunately, it appears from some studies that this has disproportionately affected women who are frequently the primary caregivers, and this impact may extend into the future, well beyond the current pandemic.

The challenges of COVID-19 make it even more imperative for us to continue to advance the work of the Center for GEMS. Although COVID-19 has slowed our activities to some extent (we had to cancel our planned GEMS Appreciation event in March and our Leadership Summit in April), as you will read below, the Center for GEMS Working Groups have continued their efforts to advance gender equity at the Keck School of Medicine. We would like to increase our impact in the coming year by continuing to partner with the Dean's office to move forward with implementation of recommendations from the Working Groups to effect needed changes across the school. To this end, we are collaborating and aligning our efforts with the Office for Social Justice and the Office of Diversity and Inclusion to achieve common goals, recognizing the intersections of categories of difference such as gender, race, class and sexuality. We would also like to see our initiatives aligned with those at UPC in order to truly effect change across the university.

We hope to make progress on research and evaluation, in collaboration with [Ange-Marie Hancock Alfaro, PhD](#), Professor and Chair of Gender Studies at USC, with evaluation of data related to not only salary equity, but also representation, in order to assess where KSOM stands right now and track what we hope will be progress moving forward.

Finally, we would like to express our gratitude to former Dean, Dr. Laura Mosqueda, for her partnership and support of GEMS, and for helping to make GEMS a reality.

Thank you all for reading this newsletter and for your support of GEMS. If you have suggestions or recommendations for us, please send us an email at [gems@usc.edu](mailto:gems@usc.edu).

Sincerely,

Zea Borok, MD  
Director, Center for GEMS

*Zea Borok, MD, is the Director of the Center for Gender Equity in Medicine and Science (GEMS). She is Professor of Medicine and Biochemistry and Molecular Medicine and Chief of the Division of Pulmonary, Critical Care and Sleep Medicine (DPCCSM) at the Keck School of Medicine of USC.*

*“The challenges of COVID-19 make it even more imperative for us to continue to advance the work of the Center for GEMS.”*

– ZEA BOROK, MD

## In the News

### NIH HOLDING GRANTEES ACCOUNTABLE FOR SEXUAL HARASSMENT

JUNE 19, 2020

In June, the National Institutes of Health (NIH) announced a change that will hold grantee institutions and investigators accountable for sexual harassment, to further foster a culture whereby sexual harassment and other inappropriate behaviors are not tolerated in the research and training environment. To learn more, check out this [editorial from Science Magazine](#), authored by Frances Collins, PhD, Director of the NIH. You can also visit the NIH's [Anti-Sexual Harassment website](#) and read the [NIH guidance document](#).

### WOMEN'S JOURNAL SUBMISSION RATES FALL

AUGUST 20, 2020

Women's journal submission rates fell as their caring responsibilities jumped due to COVID-19. Without meaningful interventions, the trend is likely to continue. Read this [article from Inside Higher Ed](#) to learn more.

# GEMS Working Groups

We are immensely grateful for the consistent and tireless efforts of our *three working groups*, comprised of more than 45 faculty, staff and students from KSOM. After a year of convening regularly, two of the Center for GEMS working groups submitted their official recommendations to the Dean in July, 2020.

## Sexual Harassment Working Group

*Co-Leaders: Parveen Parmer, MD, MPH and Gabriel Zada, MD, MS*

The recommendations of the Sexual Harassment Working Group listed below are the result of extensive consultation and literature review over an 18-month period. The group recognizes the complexities of moving forward in creating Keck School-specific recommendations given a broader context nationally and at USC. Multiple committees and initiatives exist at the USC level, often with changing leadership and legal context. Recent changes in Title IX have created additional challenges in considering concrete next steps on this important issue. The group wanted these recommendations to be considered in this broader context, and that these are likely to ultimately align with any broader USC initiatives. The group also wanted to acknowledge the moment our nation is in — and Black Americans and people of color nationally, in LA, and on our campus, suffer discrimination and violence daily. *Thus, they recommend that all of these suggestions be considered from an intersectional viewpoint, and want this work to align and build on existing social justice and diversity initiatives, and recommend formal alignment of GEMS more broadly with these structures.*

Here is a brief summary of the recommendations provided by the working group:

- Develop a KSOM Center or Coordinator for Gender Equity and Sexual Harassment
- Develop a website for KSOM with semi-annual updates, including: basic information about current sexual harassment policy; annual, KSOM-specific, anonymized sexual harassment data
- Trainings: bystander intervention training; sexual harassment training that goes beyond the 2-hour minimum web module; training for leadership

*“[The Sexual Harassment Working Group recommends] that all of these suggestions be considered from an intersectional viewpoint, and want this work to align and build on existing social justice and diversity initiatives, and recommend formal alignment of GEMS more broadly with these structures.”*



## The Equity & Representation Working Group

*Co-Leaders: Daphne K. Walker, MD and Mark Frey, PhD*

### Implicit Bias Training

The recommendations for implicit bias training were compiled and prioritized by the Working Group with input from outside resources including CHLA, the Institute for Gender Partnership as well as internal resources, including the IDEA Task Force and other innovative leaders. These groups and individuals have created powerful and engaging interactive learning opportunities which go beyond the identification of personal biases and promote true culture change. A set of detailed recommendations was produced but in summary, the group recommends that the Keck School implement implicit bias training for all constituencies at the school—students, faculty, staff, and trainees. To ensure a sustainable approach, the group recommends creating a group of trained implicit bias internal leaders by participating in a Train-the-Trainer program, such as that offered by the AAMC.

### Search Committees and Faculty Hiring

Through interviews with university stakeholders and former/current search committee members, the group summarized the following issues and perceptions surrounding the current state of Search Committees and faculty hiring:

1. Lack of transparency and diversity in forming committees
2. Lack of transparency in decision-making
3. Lack of uniformity
4. Weak implicit bias training for search committees (dovetails with recommendations from the Implicit Bias Subcommittee)
5. Lack of focus on diversity from executive search firms

Here is a brief summary of what the working group recommends to address the issues outlined above:

- Divisions, departments, institutes, and other hiring units should identify “Dean’s Diversity and Equity Ambassadors” within their own ranks who will have oversight of hiring processes.
- Faculty candidates will need to complete a diversity statement which will explain how they will contribute to the culture of inclusivity at USC.
- The chair or head of the search must have completed some form of substantive implicit bias training within the past three years.
- All faculty hires that use a search firm must work from a diverse initial slate of candidates.
- Search firms should be required to provide a diversity and equity policy.





## Leadership Development Working Group

*Co-Leaders: Rima Jubran, MD, MPH and Kevin Lohenry, PhD, PA-C*

The Leadership Development Working Group planned to host a “Leadership Development Conference: A Road Towards Gender Equity” on April 22, 2020. Due to the COVID-19 pandemic, this had to be postponed. The group pivoted and in collaboration with the Office for Social Justice, Office of Diversity & Inclusion and the Office of Leadership and Wellness, is now hosting a **Leadership Development Workshop Series** for all at the Keck School of Medicine and Keck Medicine. This virtual program, designed to appeal to faculty members, staff, students and trainees, will enhance leadership competencies and communication skills, provide tools to help advance inclusivity and highlight the impact of gender equity on organizational success. We kicked off the series on September 16 with a Dare to Lead workshop expertly facilitated by Lisa Lawrence, MBA. Please join us for our next three workshops.



### **Intersectionality: An Indispensable Critical Theoretical Framework for Advancing Health Equity (P.S. It’s Not Just About Multiple Identities)**

*with Lisa Bowleg, PhD, Professor of Applied Social Psychology in the Department of Psychological and Brain Sciences at The George Washington University*

WEDNESDAY, OCTOBER 21, 2020 ■ 12:00 PM – 1:00 PM

This presentation will: (1) provide an overview of intersectionality, its history, and core tenets; (2) highlight the benefits and challenges of applying intersectionality to health equity research and policy; and (3) discuss why critical perspectives such as intersectionality and critical race theory are indispensable to work designed to advance health equity in the U.S.

[Click here to register.](#)

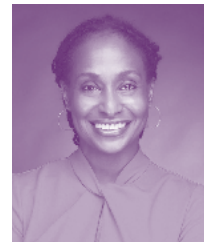
### **Crucial Conversations**

*with Jessica Thomas, MSN, RN, Associate Administrator, USC Verdugo Hills Hospital*

TUESDAY, NOVEMBER 10 ■ 12:00 PM – 2:00 PM

Vulnerable conversations with others about justice and equity are crucial, now more than ever. Many times, we avoid having conversations where stakes are high, opinions vary, and emotions run strong. This session will provide participants with a toolkit for communication for quality and clarity to face difficult conversations and invite dialogue. These skills can be employed immediately to stay connected to, learn from, and support others in career, community, and personal relationships.

[Click here to register.](#)



LISA BOWLEG, PHD



JESSICA THOMAS, MSN, RN

## The Power of Inclusion from a Man's Perspective

*with Mike Kaufman, CEO of Cardinal Health*

THURSDAY, DECEMBER 3, 2020 ■ 4:00 PM – 5:00 PM

We will explore the business case for gender equity and discuss how engaging men impacts the culture. Executive Vice Dean Luanne Thorndyke will interview Mr. Kaufman to be followed by a discussion and Q&A.

[Click here to register.](#)



MIKE KAUFMAN

## Rima Jubran, MD, MPH Accepted to Executive Leadership in Academic Medicine (ELAM) Program

We are pleased to announce that Dr. Rima Jubran was accepted into the Hedwig van Ameringen Executive Leadership in Academic Medicine® (ELAM) program! The ELAM program offers an intensive one-year fellowship of leadership training with extensive coaching, networking and mentoring opportunities aimed at expanding the national pool of qualified women candidates for leadership in academic medicine, dentistry, public health and pharmacy. Acceptance into ELAM is determined through an annual competitive selection process, in which approximately 60 candidates are chosen each year. ELAM graduates now number over 1,000 and serve in numerous leadership positions – department head through university president – at 257 U.S. and Canadian academic health centers. Fellow ELAM graduates at the Keck School include: Zea Borok, MD, Luanne Thorndyke, MD, Kathleen Nelson, MD and Michelle Kipke, PhD. Visit the [ELAM website](#) to learn more about the program.



RIMA JUBRAN, MD,  
MPH, MACM

### About Rima Jubran, MD, MPH, MACM

Dr. Jubran is a Professor of Clinical Pediatrics at the Keck School of Medicine and pediatric hematologist/oncologist at Children's Hospital Los Angeles (CHLA). She is the Director of Graduate Medical Education and the Designated Institutional Official at CHLA. In this role she oversees all the physician training programs at CHLA. In addition, she is a pediatric hematologist/oncologist, where she cares for children with retinoblastoma and histiocytic diseases of childhood. She also serves as co-chair of the Leadership Development Working Group for the Center for Gender Equity in Medicine and Science (GEMS). Dr. Jubran has received multiple teaching and mentoring awards including the USC Mentoring Award for Faculty Mentoring Faculty and Graduate Students, the Walter Laug Award for Teaching and Mentorship (awarded by the Pediatric hematology/oncology fellows at CHLA) and the Outstanding Teaching in Professionalism in the Practice of Medicine award (awarded by the Keck medical students).

*"I am honored and excited to participate as a fellow in the Executive Leadership in Academic Medicine (ELAM) program this year. I look forward to engaging in a vibrant community of women leaders and enhancing my skills and network. Much gratitude to Dean Laura Mosqueda for sponsoring me for this opportunity."*

– RIMA JUBRAN, MD, MPH

## Events

### AAMC GREAT & GWIMS JOINT WEBINAR SERIES

The Group on Research Education and Training (GREAT) and the Group on Women in Medicine and Science (GWIMS) are hosting a series of webinars to address some of the critical topics at the intersection of gender equity and biomedical research training.

#### Beyond Climate Surveys: Achieving Inclusion Excellence in Research and Clinical Settings

WEDNESDAY, SEPT. 23, 2020 ■ 12:00 PM PDT

For more information and to register, [click here.](#)

#### Creating Safe and Inclusive Environments for Faculty and Students in the Biomedical Setting

WEDNESDAY, OCT. 14, 2020 ■ 11:00 AM PDT

For more information and to register, [click here.](#)

#### Creating Successful Institutional Culture Change Initiatives at Academic Medical Centers

TUESDAY, NOV. 24, 2020 ■ 11:00 AM PST

For more information and to register, [click here.](#)

### THE NATIONAL ACADEMIES OF SCIENCE, ENGINEERING AND MEDICINE (NASEM)

#### Action Collaborative on Preventing Sexual Harassment 2020 Virtual Summit

OCTOBER 19-20, 2020

This public summit is an open forum for those in the higher education ecosystem to collaboratively identify, discuss, and elevate innovative and effective approaches for addressing and preventing sexual harassment. This annual event brings together a diverse group, including members of the Action Collaborative, the broader higher education community, sexual violence and harassment researchers, sexual harassment response practitioners, grassroots and nonprofit organizations, public and private foundations, and federal and state policy makers.

For more information and to register, [click here.](#)

## September is Women in Medicine Month

We welcomed nominations from the KSOM community to recognize colleagues who have been role models for the advancement of women, for example, by providing mentorship, overcoming barriers, or exemplary leadership. We are pleased to highlight the nominations we received. Thank you for all that you do to help advance others!

### **Kathleen “Katie” Page, MD**

*Associate Professor of Medicine*

NOMINATED BY BRITNI BELCHER, PHD, MPH: “Dr. Page has been a role model for the advancement of women through her resiliency, strong mentoring of junior faculty and graduate students, and her growing leadership role within KSOM. She puts a substantial amount of time into providing feedback on grant applications, troubleshooting data and manuscript preparation, and offering career advice on how to strategically tackle difficult situations and place oneself in positions of leadership. In addition, she is always congenial, energetic, and supportive of other women in science.”



KATHLEEN PAGE, MD

### **Bozena Wrobel, MD**

*Associate Professor of Clinical Otolaryngology*

NOMINATED BY JOHN OGHALAI, MD: “Dr. Wrobel leads the Women In Otolaryngology group, which means she organizes mentoring meetings for all of the female MD faculty in our department. This provides women with a forum to discuss issues specific to them, which she can then either help overcome or she can bring them to me (the chair) to resolve. Furthermore, when COVID started, Bozena took over the leadership role of clinic director and figured out strategies for our department to use telemedicine effectively. Because of her efforts, our department was one of the first departments at Keck to make the transition to telemedicine. Financially, this was critical to maintaining the solvency of our department and I will be forever grateful to her for leading this effort.”



BOZENA WROBEL, MD

### **Lyne Scott, MD**

*Associate Professor of Clinical Pediatrics*

NOMINATED BY MARILYN LI, MD: “Dr. Scott is an example of an exemplary leader with visions of equality in all arenas, including patients, colleagues and learners. She advocates for programs for patients and families, even in the face of uphill battles with bureaucracy. Championing the Breathmobiles, a clinic on wheels that breaks down barriers for access to asthma care, she works tirelessly to ensure equal access for all kids. Generous in heart and spirit, she serves on USC committees and mentors both faculty and learners, and provides guidance on growth in career and leadership skills. As a loving wife and mom to 4 beautiful children, she has lots of sage advice for parents! She is a true GEM!”



LYNE SCOTT, MD

### **Nicole Mitchell-Chadwick, MD**

*Clinical Assistant Professor of Obstetrics & Gynecology*

NOMINATED BY BRIAN NGUYEN, MD, MSC: “In her first year as faculty within the department of Obstetrics and Gynecology, Dr. Mitchell has not only taken the reigns of a private practice, but also taken bold steps to transform the entire department’s narrative on race and implicit bias. Her unwavering voice and conviction has resonated through the department so widely that it’s attracted champions from other departments who have begun to seek the words and wisdom from her lived experience to develop voices of equity and justice within their respective departments. She is building a movement and even medical students and faculty are following. She is a vocal member of the GEMS Equity & Representation Working Group and is poised to be a voice to be heard beyond.”



NICOLE MITCHELL-CHADWICK, MD

### **Cynthia Herrington, MD**

*Associate Professor of Surgery*

NOMINATED BY RIMA JUBRAN, MD, MPH: “Dr. Herrington is the Executive Director for Gender Equity at CHLA and the lead faculty member in our institution’s participation in the National Academy of Medicine, Engineering and Science (NASSEM) Action Collaborative on Preventing Sexual Harassment in Higher Education. Dr. Herrington has fearlessly led dialogue around gender equity, anti-racism, harassment and allyship. Her leadership is inspiring. It is an honor to be her colleague.”



CYNTHIA HERRINGTON, MD

### **Laura Mosqueda, MD**

*Professor of Family Medicine and Geriatrics*

NOMINATED BY CHRISTINE KANESHIGE, MAG: “Dr. Mosqueda took over as the Dean for the Keck School of Medicine after years of turmoil and scandals. Under her leadership, I experienced first hand the difference between a toxic and dysfunctional environment where people were afraid and traumatized, to an environment where people were actually smiling. I’ve also seen Dr. Mosqueda demonstrate what it means to face the uncomfortable and difficult conversations with grace and humanity and sincerity.”



LAURA MOSQUEDA, MD

### **Janice Tramel, MS-HPE, PA-C Emeritus**

*Instructor of Clinical Family Medicine*

NOMINATED BY LILLIE HUDSON, MSPA, MPH, PA-C: “Janice joined the PA Program in September 1979 and is currently the longest-standing faculty member. She has provided leadership and mentored many over her 40+ year tenure in PA education. She seeks to especially empower women to reach their fullest potential. She is deserving of this esteemed honor and recognition. I have personally benefited from her dedication to the profession and the path she has paved in medicine.”



JANICE TRAMEL,  
MS-HPE, PA-C EMERITUS

### **Peggy Farnham, PhD**

*William M Keck Professor of Biochemistry, Vice Dean for Health and Biomedical Science Education*

NOMINATED BY KIM SIEGMUND, PHD: “Dr. Farnham has provided mentorship to many women and been a leader in her career in the field of epigenetics, where women in her cohort are severely underrepresented. She is William M. Keck Professor of Biochemistry and the Chair of the Department of Biochemistry and Molecular Biology and an international leader in the study of chromatin regulation and its control of transcription factor binding and function.”



PEGGY FARNHAM, PhD

### **Minnelly Luu, MD**

*Clinical Associate Professor of Dermatology*

NOMINATED BY JONATHAN TAM, MD: “Dr. Luu is an outstanding clinician, leader and mentor. She was the first chair of pediatric dermatology at Children’s Hospital Los Angeles (CHLA). Under her leadership she helped to expand the dermatology department at CHLA to its current size. She has a faculty of 3 outstanding female clinicians who themselves exemplify excellence. It is because of her leadership that such great faculty could be recruited. She mentors these young physicians to lead in the field of pediatric dermatology.”



MINNELLY LUU, MD

### **Cecilia Fu, MD & Anat Erdreich-Epstein, MD, PhD**

*Associate Professor of Clinical Pediatrics & Associate Professor of Pediatrics*

NOMINATED BY YONG-MI KIM, MD, MPH, PHD: “Dr. Cecilia Fu and Dr. Anat Epstein have organized a ‘Doctora Lunch’ over the past several years, inviting women faculty to informally connect with each other and share what we deal with both at work and beyond work. Personally, it was very ‘comforting’ for me to see faculty who have achieved so much while juggling a family, and how they are very content, taking care of their own health and at the same time working as faculty at CHLA. Dr. Fu and Epstein have created a little ‘hub’ for women faculty to refresh our minds and provide perspective.”



CECILIA FU, MD

Check out the AAMC’s [State of Women in Academic Medicine 2018-2019: Exploring Pathways to Equity](#) report and [watch the webinar](#).

To learn more about *Women in Medicine* month, visit the [AMA](#) and [AAMC](#) websites.

## **#HerTimeIsNow, A Call to Healthcare Leaders: Now Is the Time to Focus on Ending Workforce Gender Disparities**

Join #Her Time Is Now, a new strategic initiative in partnership with Dr. Julie Silver, She Leads Healthcare, ELAM, and allies across the country to raise awareness that women in medicine have waited long enough for gender equity. It’s time to address longstanding disparities. [Read the full report here](#).



ANAT ERDREICH-  
EPSTEIN, MD, PHD

Visit our website [keck.usc.edu/center-for-gems](http://keck.usc.edu/center-for-gems) or contact the GEMS team at [gems@usc.edu](mailto:gems@usc.edu).