

THE CANCER LETTER

The Cancer Letter - Association of American Cancer Institutes

2020 Leadership Pipeline in Oncology

Data and Limitations

The Data:

Respondents: Directors of 78 cancer centers

Deputy/associate directors represented: 606

Methodology:

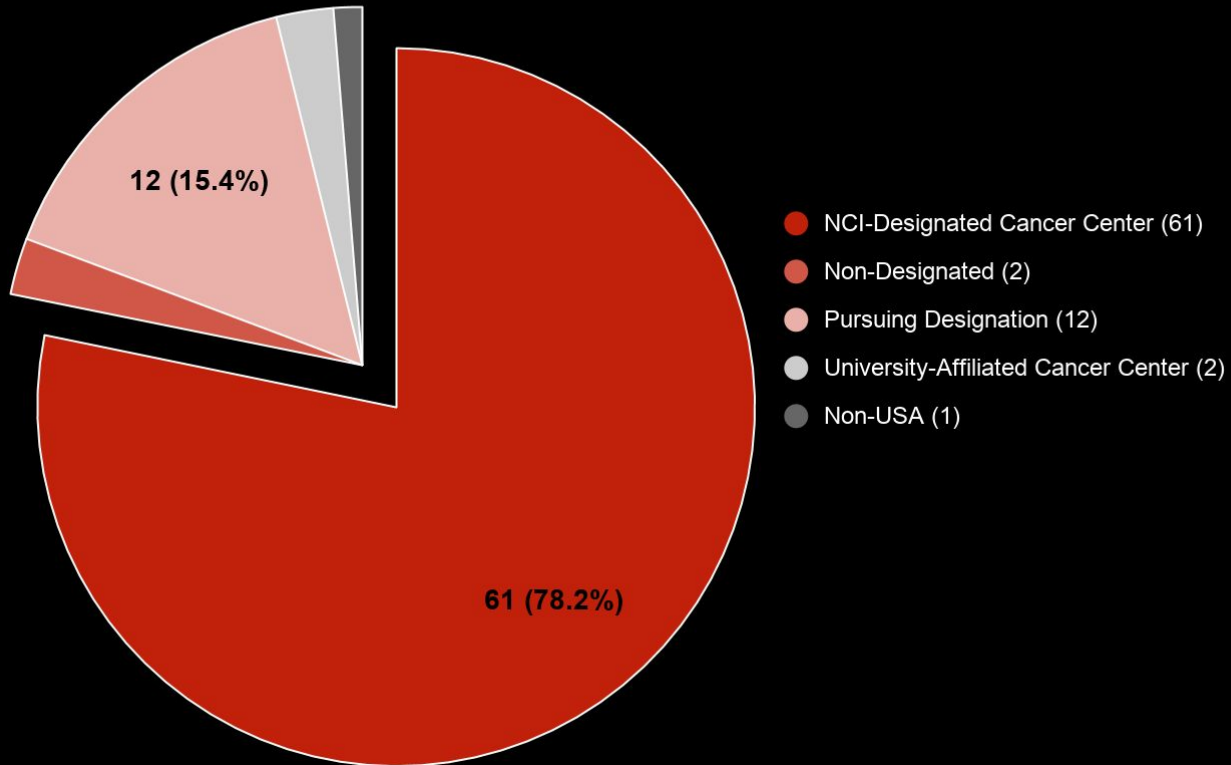
This survey was designed by *The Cancer Letter* and administered electronically by the Association of American Cancer Institutes. This analysis was conducted by *The Cancer Letter*.

Limitations:

This study was not designed to establish statistical significance, cause-and-effect relationships, and correlations. It also does not take into account:

- Duration of directorship, and director's purview over recruitment
- Diversity of the population each institution serves
- Impact of location on diversity recruitment efforts
- Status of—or funding for—diversity recruitment programs
- Job descriptions of deputy or associate directors

Fig. 1 — Cancer Center Designation & Affiliation



Cancer Center Directors

Fig. 2a – Cancer Center Directors by Race/Ethnicity

N=78

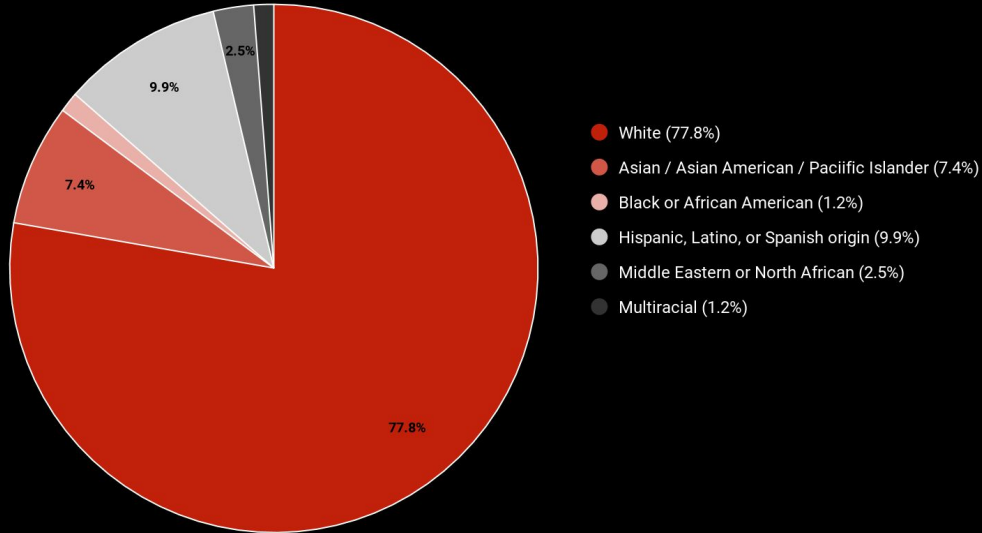
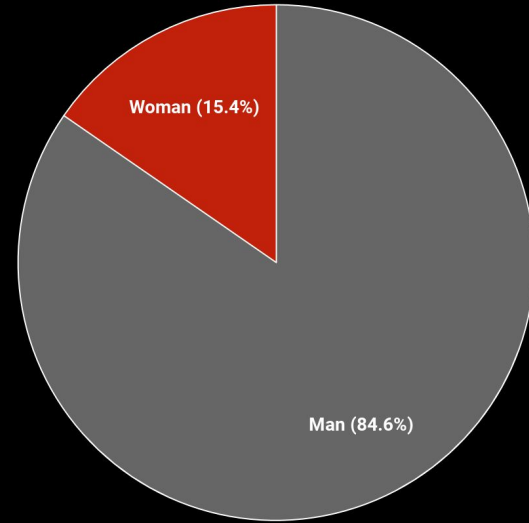


Fig. 3a – Cancer Center Directors by Gender

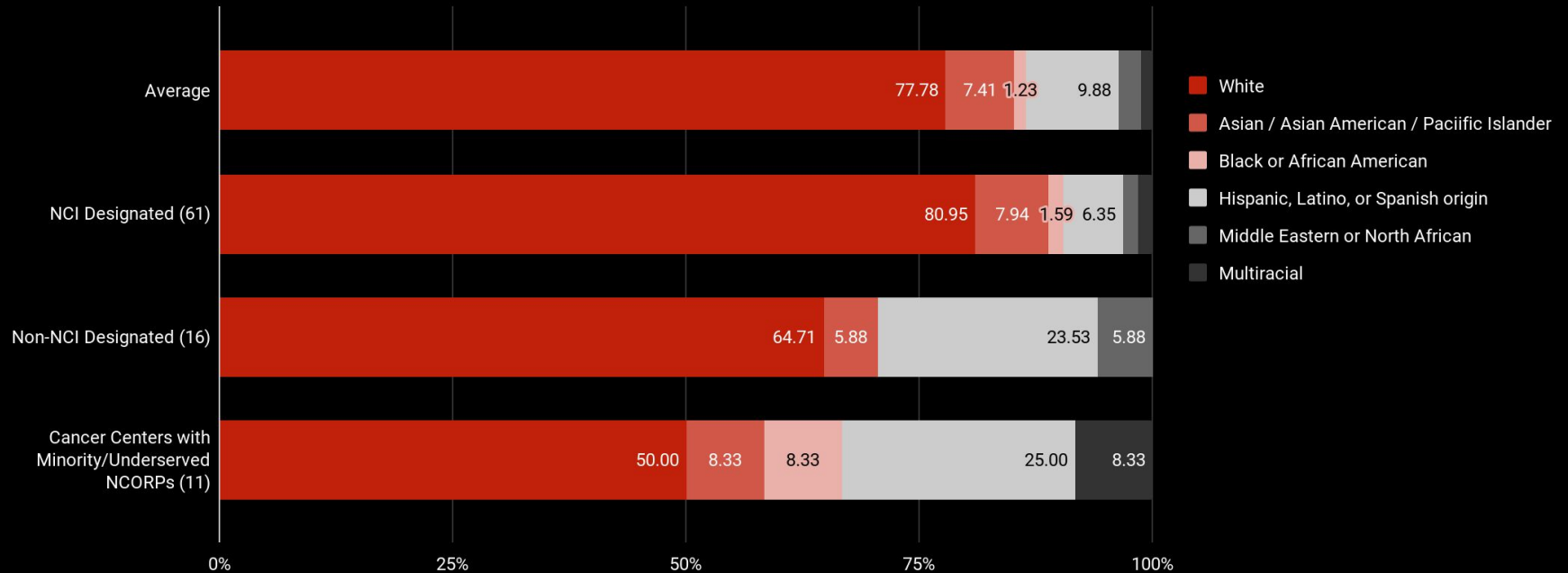
N=78



- 2 in 9 cancer center directors are non-white.
- 2 in 13 cancer center directors are women.

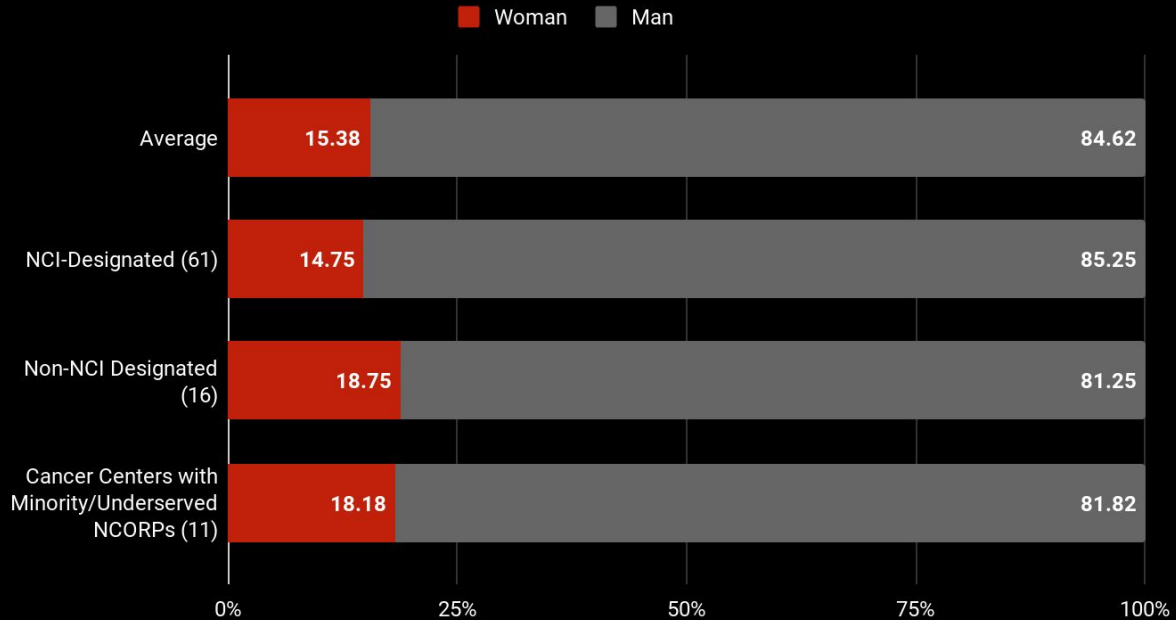
Cancer Center Directors

Fig. 2b— Cancer Center Directors Race/Ethnicity by NCI Designation



- The director cohort for NCI-designated cancer centers (n=61) is up to 15% less diverse, compared to cancer centers without NCI designation.
- Cancer centers with NCORP Minority/Underserved Community Sites (n=11), regardless of NCI designation, are the most diverse in top-tier leadership, with 50% non-white directors.

Fig. 3b — Cancer Center Directors Gender by NCI Designation



- All 9 women directors of NCI-designated cancer centers responded to this survey. The actual percentage of women directors of NCI-designated cancer centers is 12.7% (9 of 71).
- 10 of the 71 NCI-designated centers did not respond to the survey.

Directors: Professional Data

Fig. 4 — Cancer Center Directors by Professional Focus

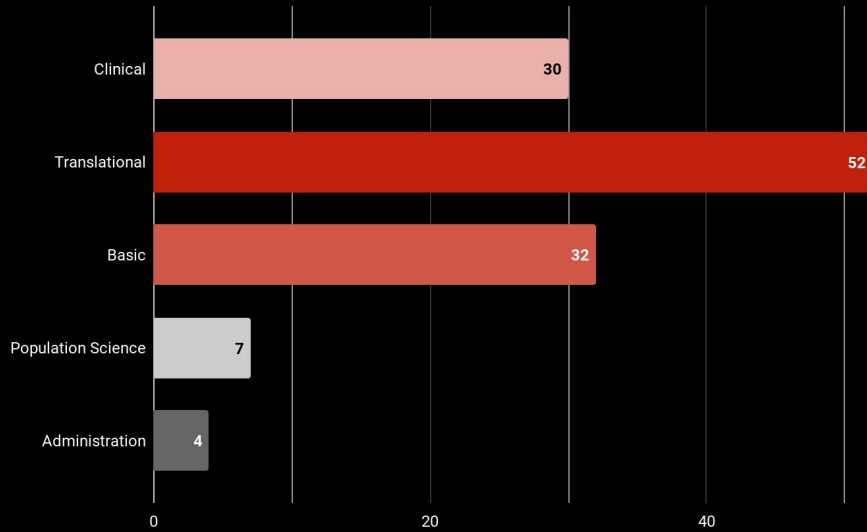
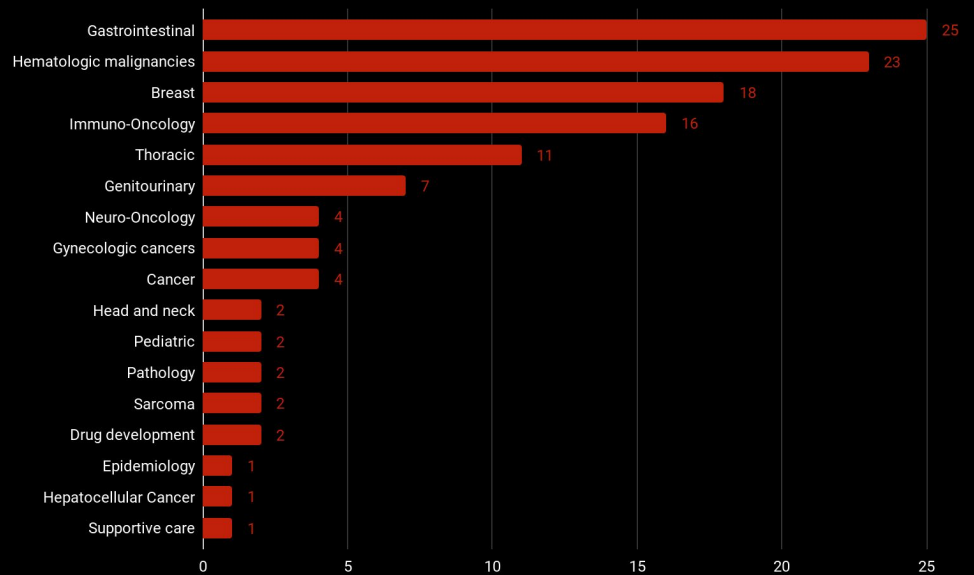
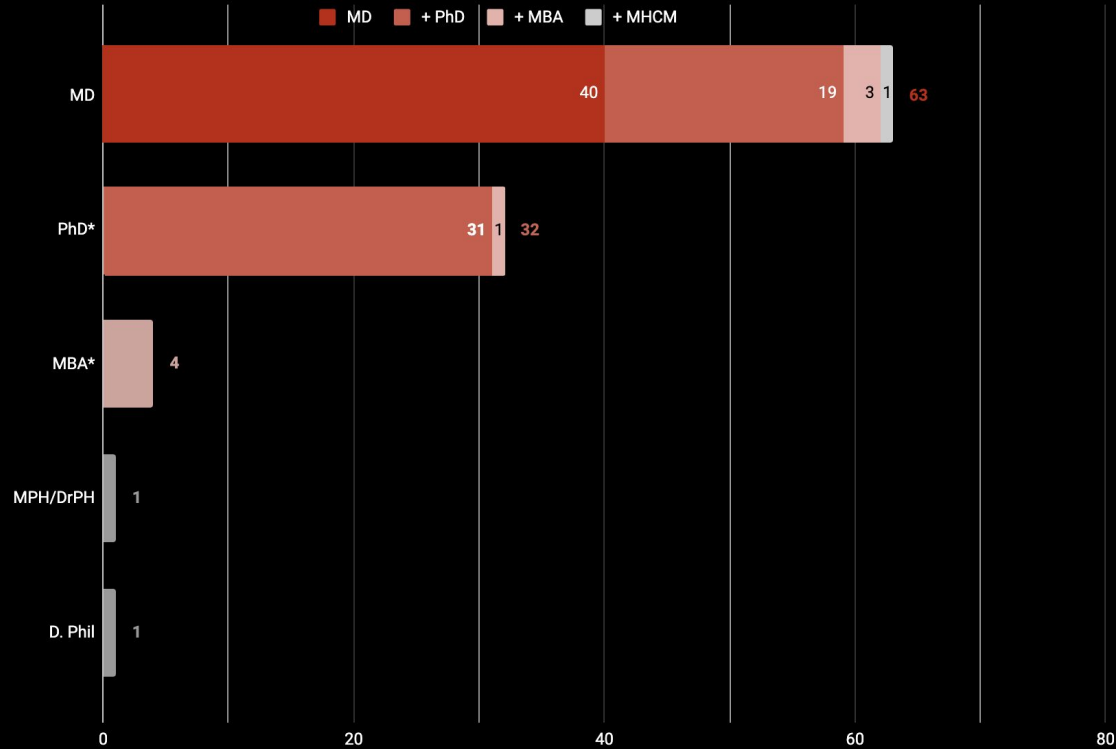


Fig. 5 — Cancer Center Directors by Specialty, Disease/Research Area



Directors: Professional Data

Fig. 6 — Cancer Center Directors by Academic Degrees



*including MDs or PhDs with additional degrees

Deputy/Associate Directors: Race/Ethnicity

Fig. 7a – Deputy/Associate Directors by Race/Ethnicity

N=606

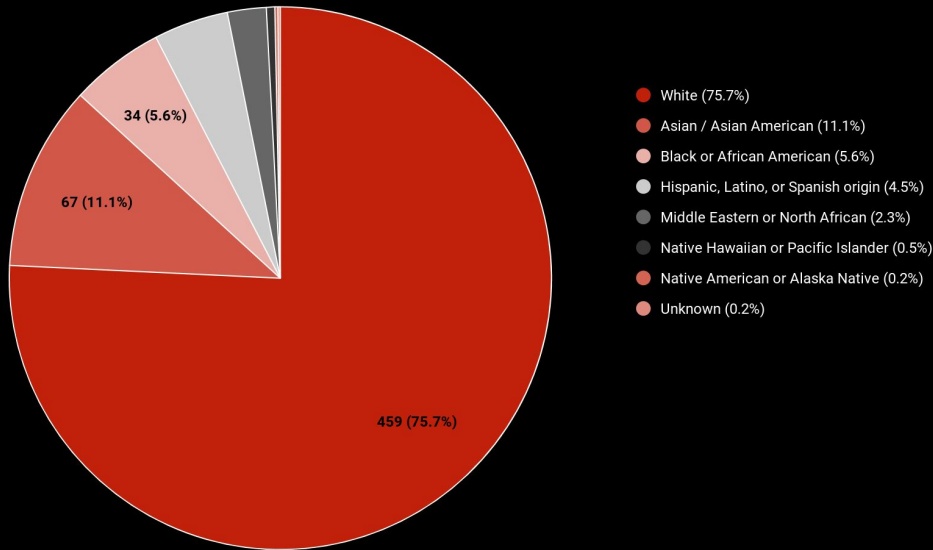
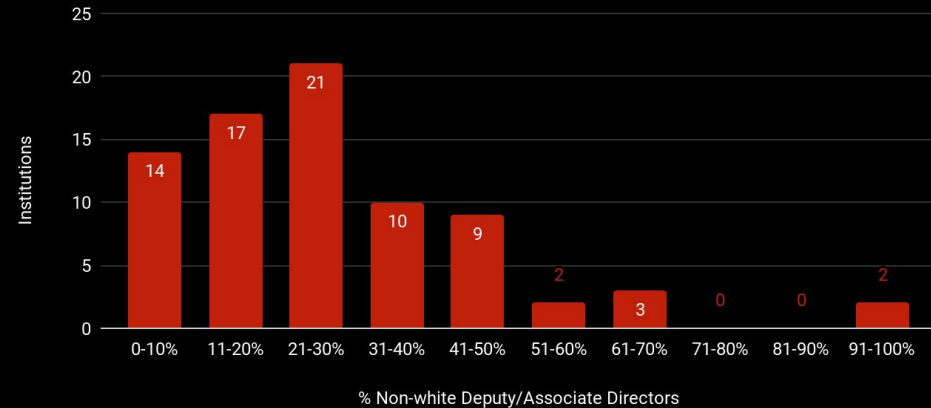


Fig. 7b – Number of Institutions According to Percentage of Non-white Deputy/Associate Directors



- 1 in 4 deputy and associate directors in the sample are non-white.
- 2 in 3 institutions (n=52) have 30% or fewer non-white deputy and associate directors.
- 2 in 5 (n=31) have 20% or fewer.

Deputy/Associate Directors: Gender

Fig. 8a — Deputy/Associate Directors by Gender

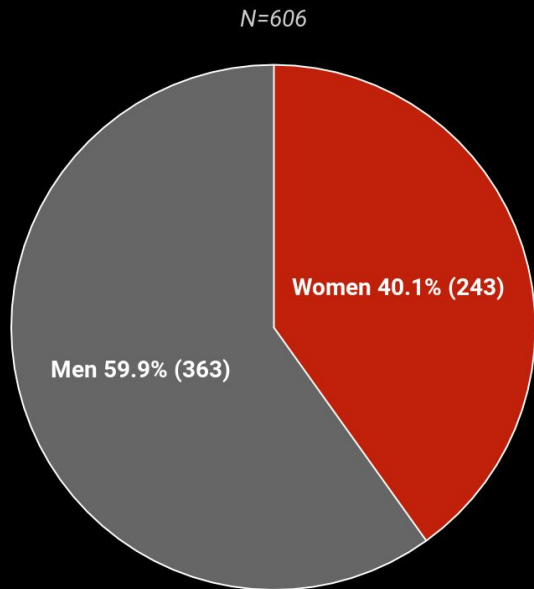
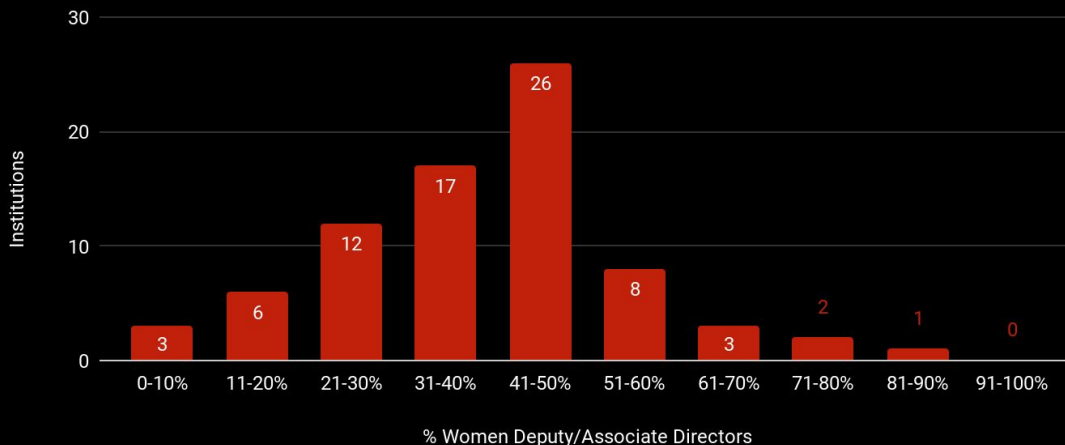


Fig. 8b — Number of Institutions According to Percentage of Women Deputy/Associate Directors

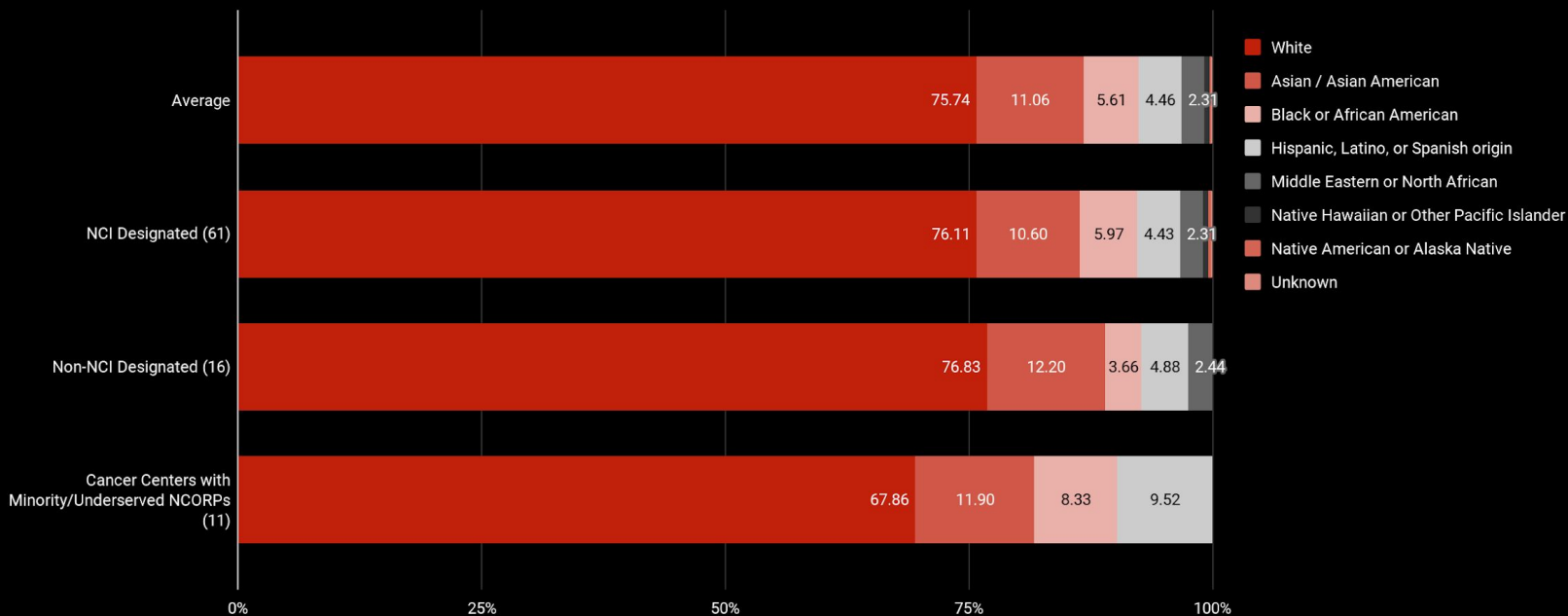


- 2 in 5 deputy and associate directors in the sample are women.
- Half of institutions (n=38) have 40% or fewer women deputy and associate directors. There are no institutions with over 90% women deputy and associate directors.
- One-third of institutions (n=26) have 41-50% women deputy and associate directors.

Deputy/Associate Directors: Race/Ethnicity vs. Cancer Center Designation

Fig. 9 — Race/Ethnicity of Deputy/Associate Directors, by NCI Designation

Excluding 1 Non-USA Cancer Center



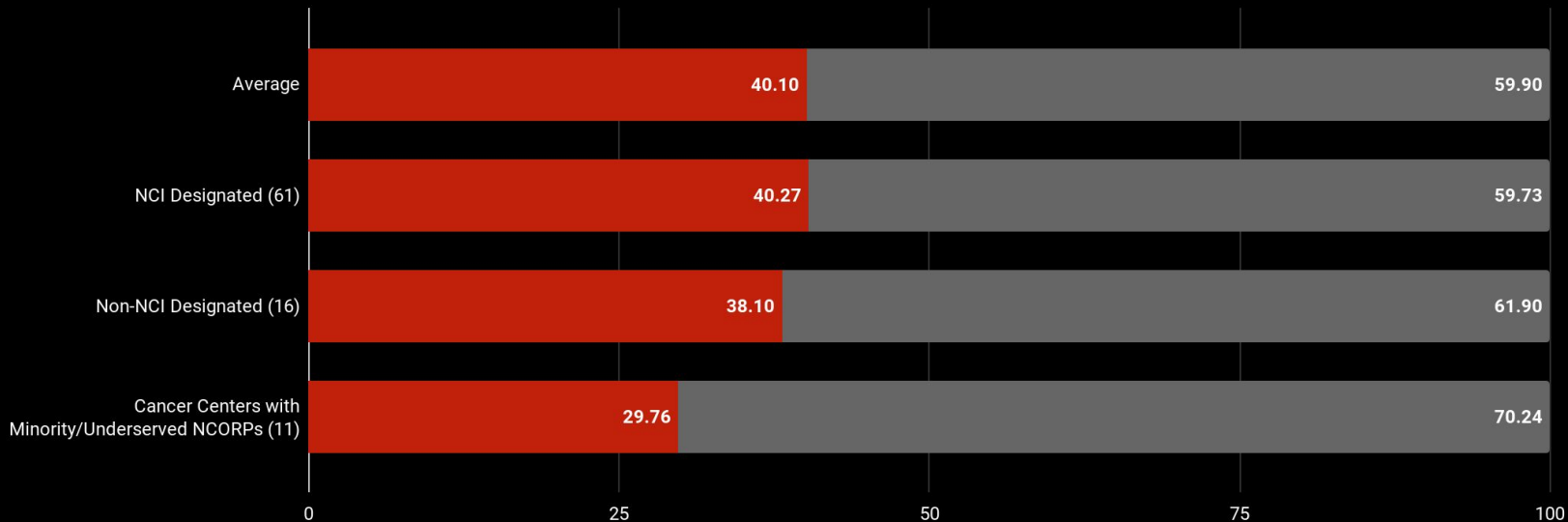
- Cancer centers with NCORP Minority/Underserved Community Sites (n=11), regardless of NCI designation, have the most diverse cohort of deputy and associate directors (~ 8% non-white vs. average), notably with greater representation of Blacks and Hispanics/Latinos.

Deputy/Associate Directors: Gender vs. Cancer Center Designation

Fig. 10 – Gender of Deputy/Associate Directors, by NCI Designation

Excluding 1 Non-USA Cancer Center

Women Men

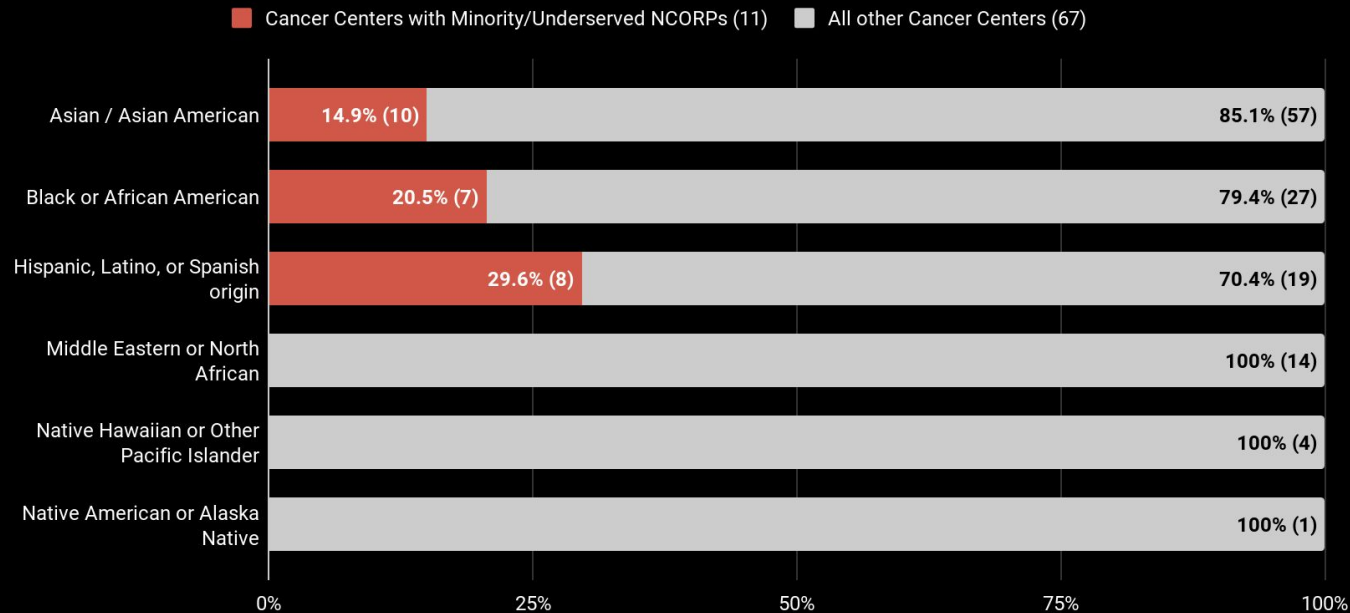


- Cancer centers with NCORP Minority/Underserved Community Sites have about 10% fewer women deputy and associate directors.



Deputy/Associate Directors: Minority/Underserved NCORPs

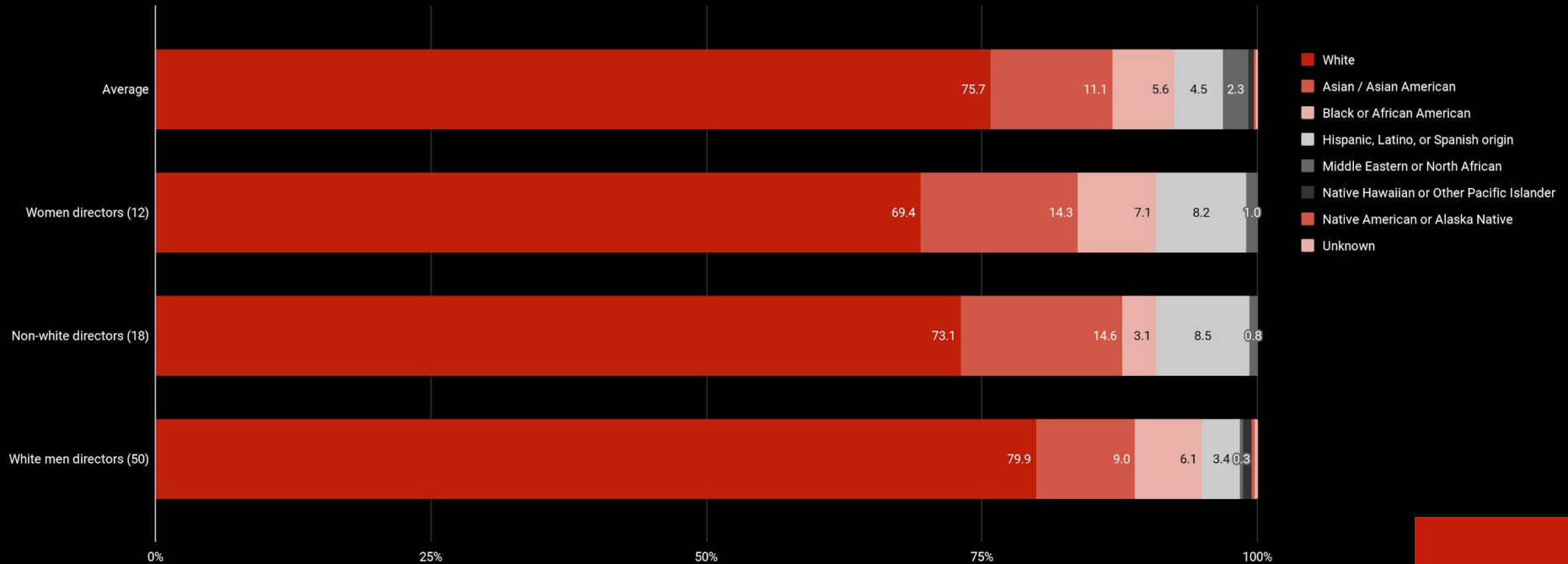
Fig. 11 — Proportion of Minority Deputy/Associate Directors at Cancer Centers with Minority/Underserved NCORPs



- 14.1% of all cancer centers surveyed are also NCORP Minority/Underserved Community Sites. The proportion of Black and Hispanic/Latino deputy and associate directors are notably greater than 14.1% at these centers.
- 1 in 5 of all Black and 3 in 10 of all Hispanic/Latino deputy and associate directors work at cancer centers with NCORP Minority/Underserved Community Sites.

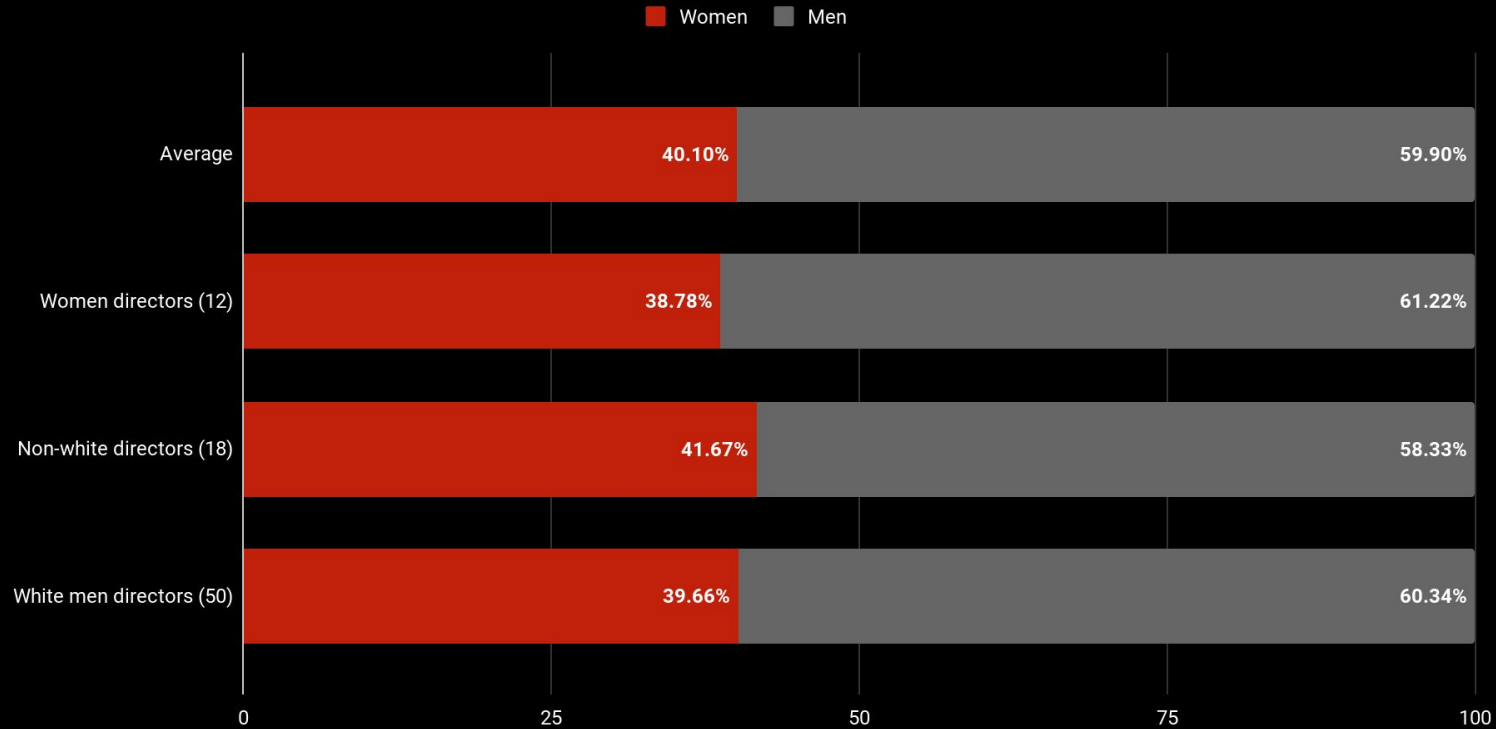
Deputy/Associate Directors: Race/Ethnicity vs. Directorship

Fig. 12 — Race/Ethnicity of Deputy/Associate Directors, by Gender and Race of Directors



Deputy/Associate Directors: Gender vs. Directorship

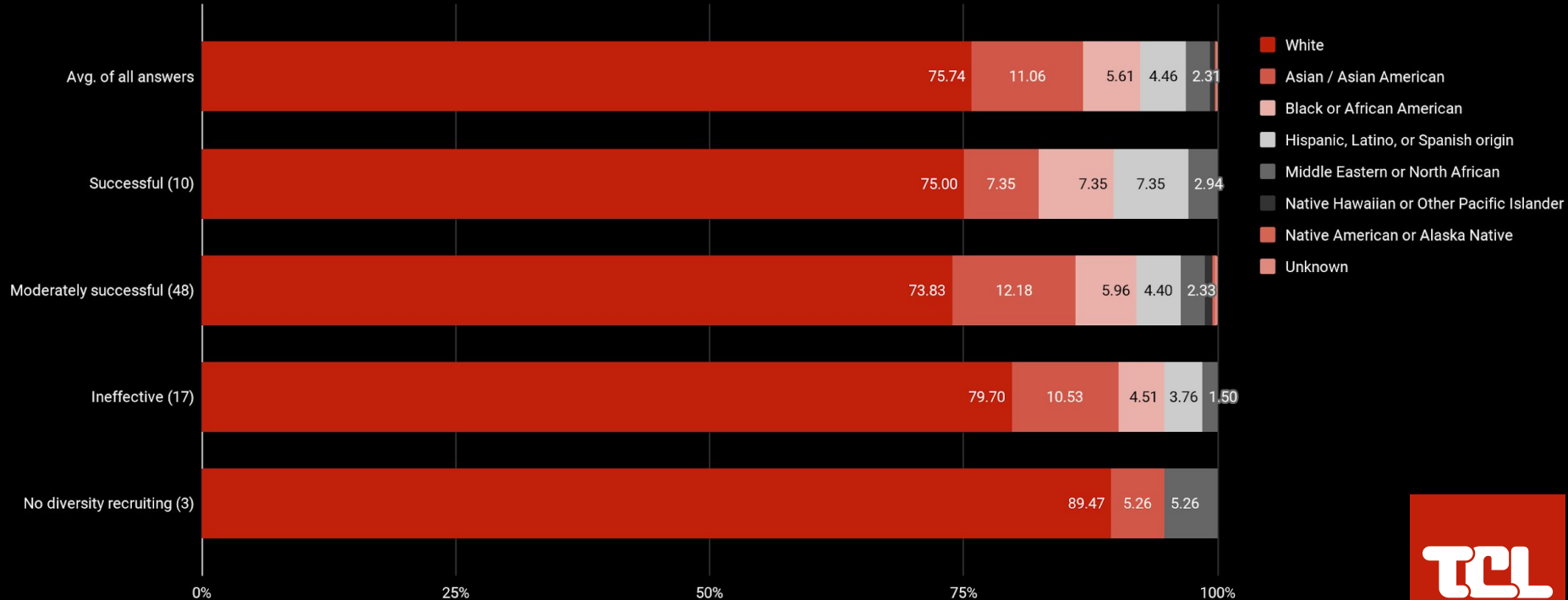
Fig. 13 – Gender of Deputy/Associate Directors, by Gender and Race of Directors



Diversity Recruiting: Self-Assessment by Cancer Center Directors

Fig. 14 — Race/Ethnicity of Deputy/Associate Directors, by Reported Diversity Recruitment Success

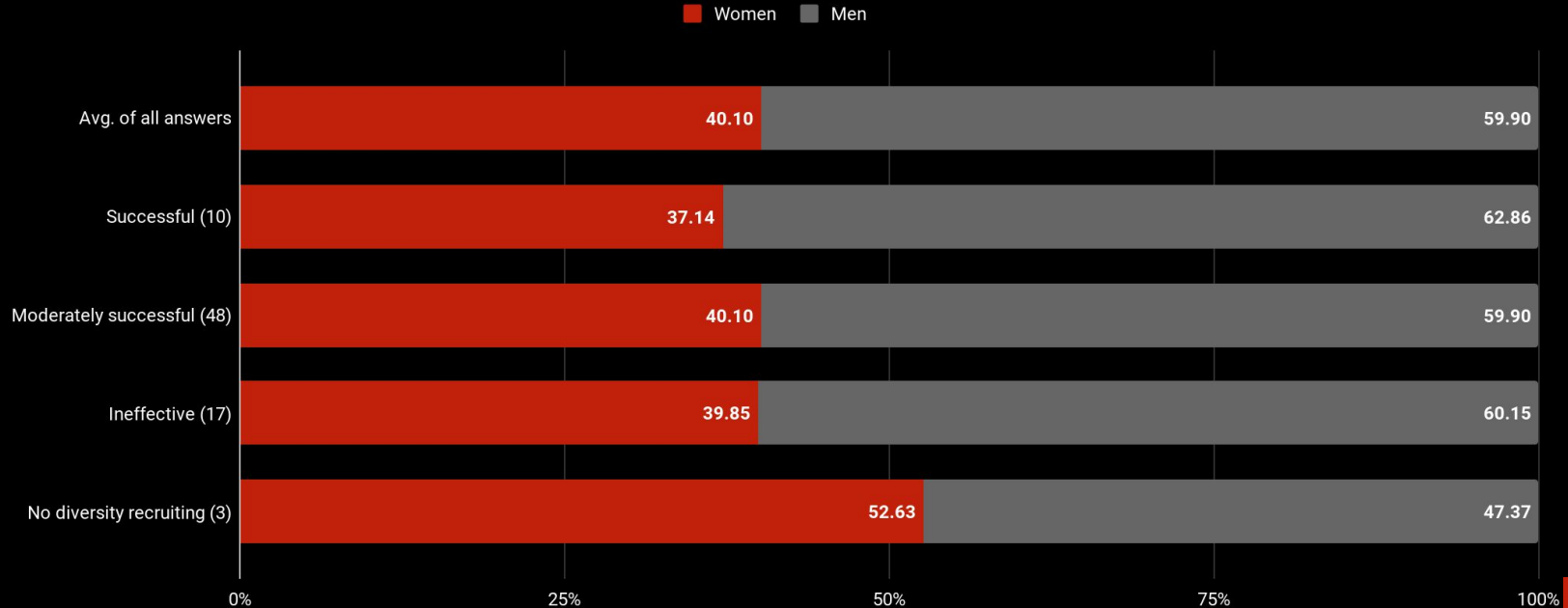
Directors responded to a multiple-choice question asking to rate their institutions' diversity recruitment efforts.



Diversity Recruiting: Self-Assessment by Cancer Center Directors

Fig. 15 — Gender of Deputy/Associate Directors, by Reported Diversity Recruitment Success

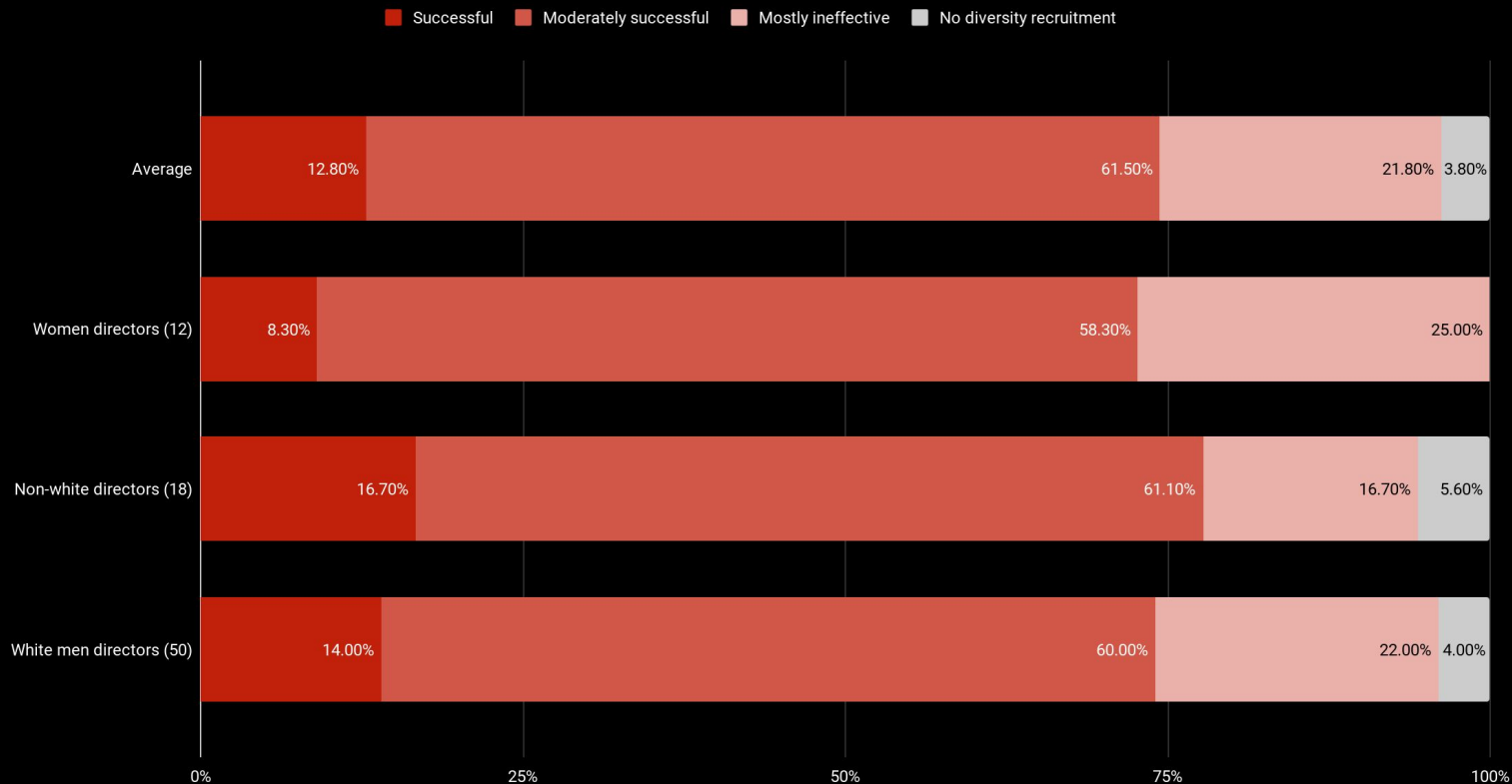
Directors responded to a multiple-choice question asking to rate their institutions' diversity recruitment efforts.



Diversity Recruiting: Self-Assessment by Cancer Center Directors

Fig. 16 — Reported Recruitment Success, by Gender and Race/Ethnicity of Cancer Center Directors

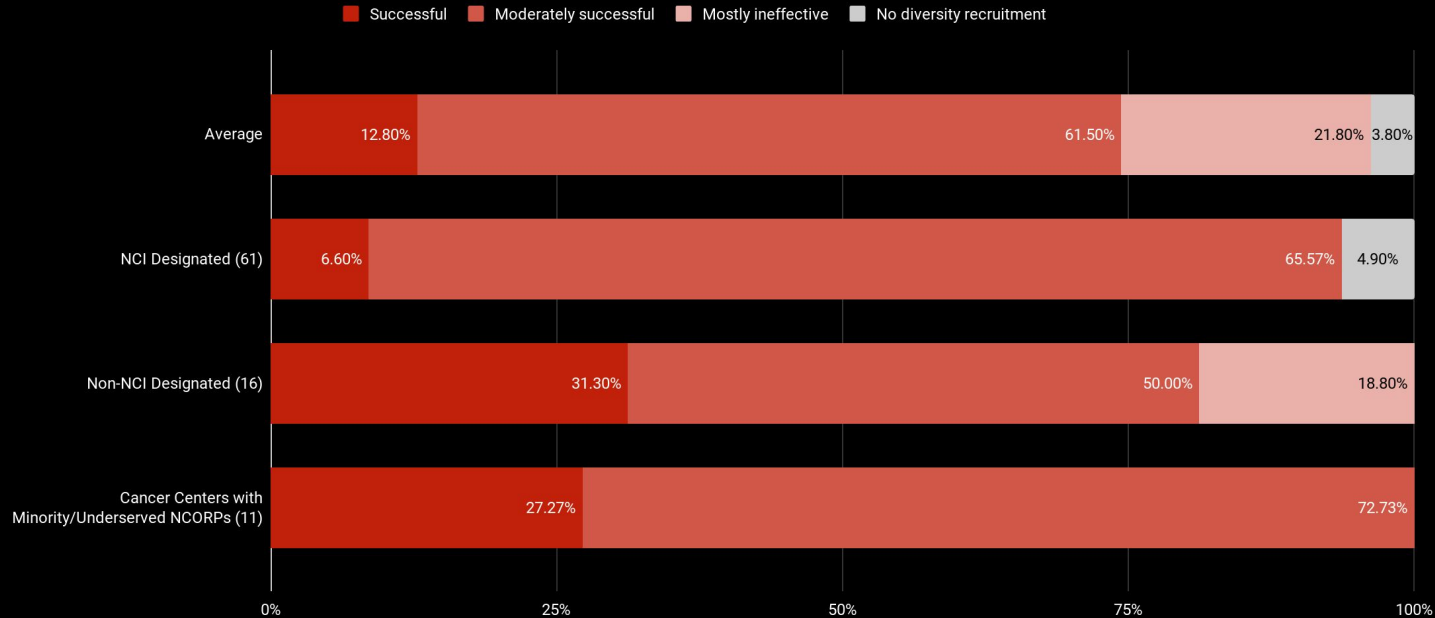
Directors responded to a multiple-choice question asking to rate their institutions' diversity recruitment efforts.



Diversity Recruiting: Self-Assessment by Cancer Center Directors

Fig. 17 – Reported Recruitment Success, by NCI Designation

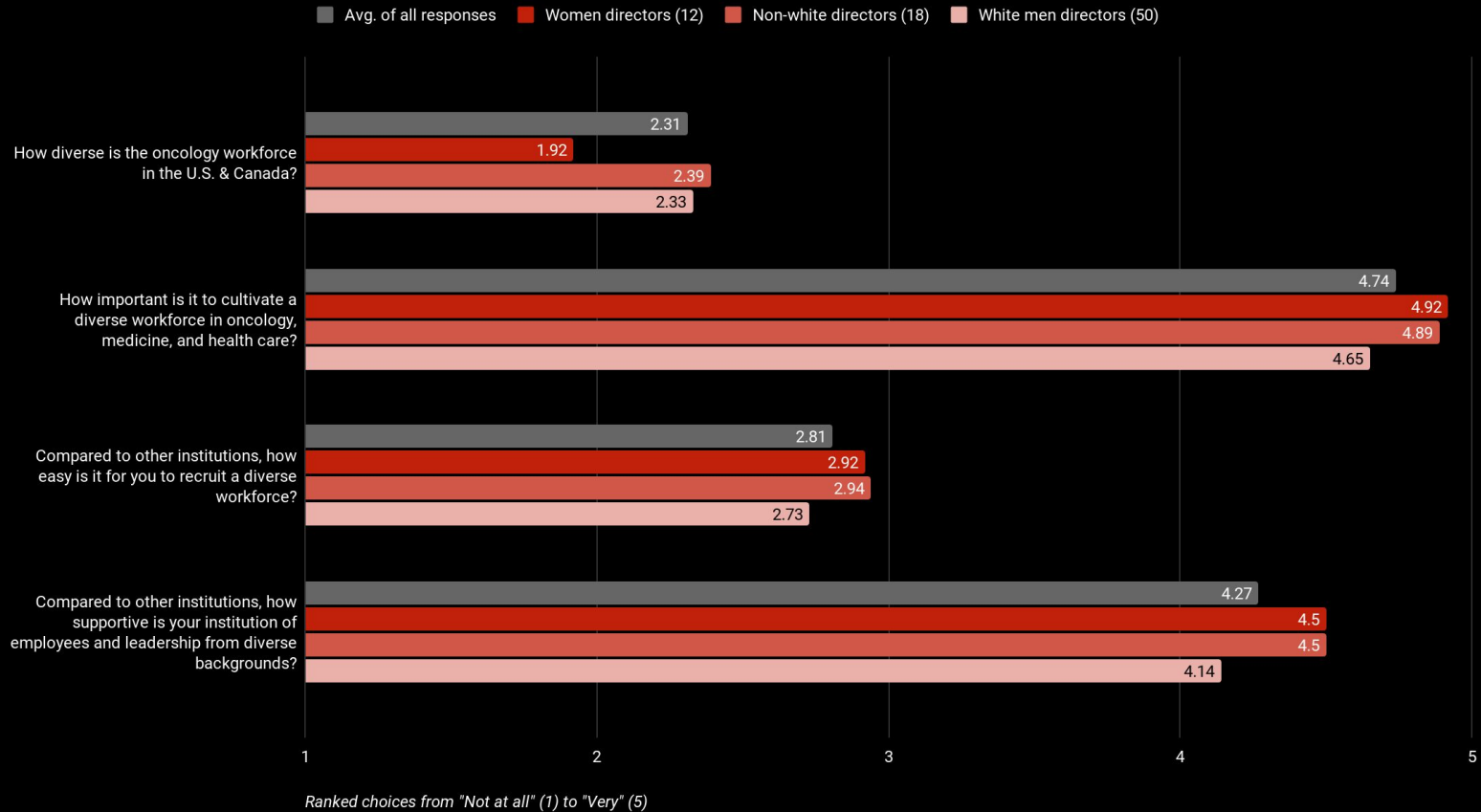
Excluding 1 Non-USA Cancer Center



- As a group, NCI-designated cancer centers are the least likely to assess their diversity recruitment efforts to be “successful.” 2 in 3 of these centers report “moderate success.”
- All cancer centers that acknowledged a lack of diversity recruitment efforts are also NCI-designated. No centers in this group rated their diversity recruitment efforts as “ineffective.”

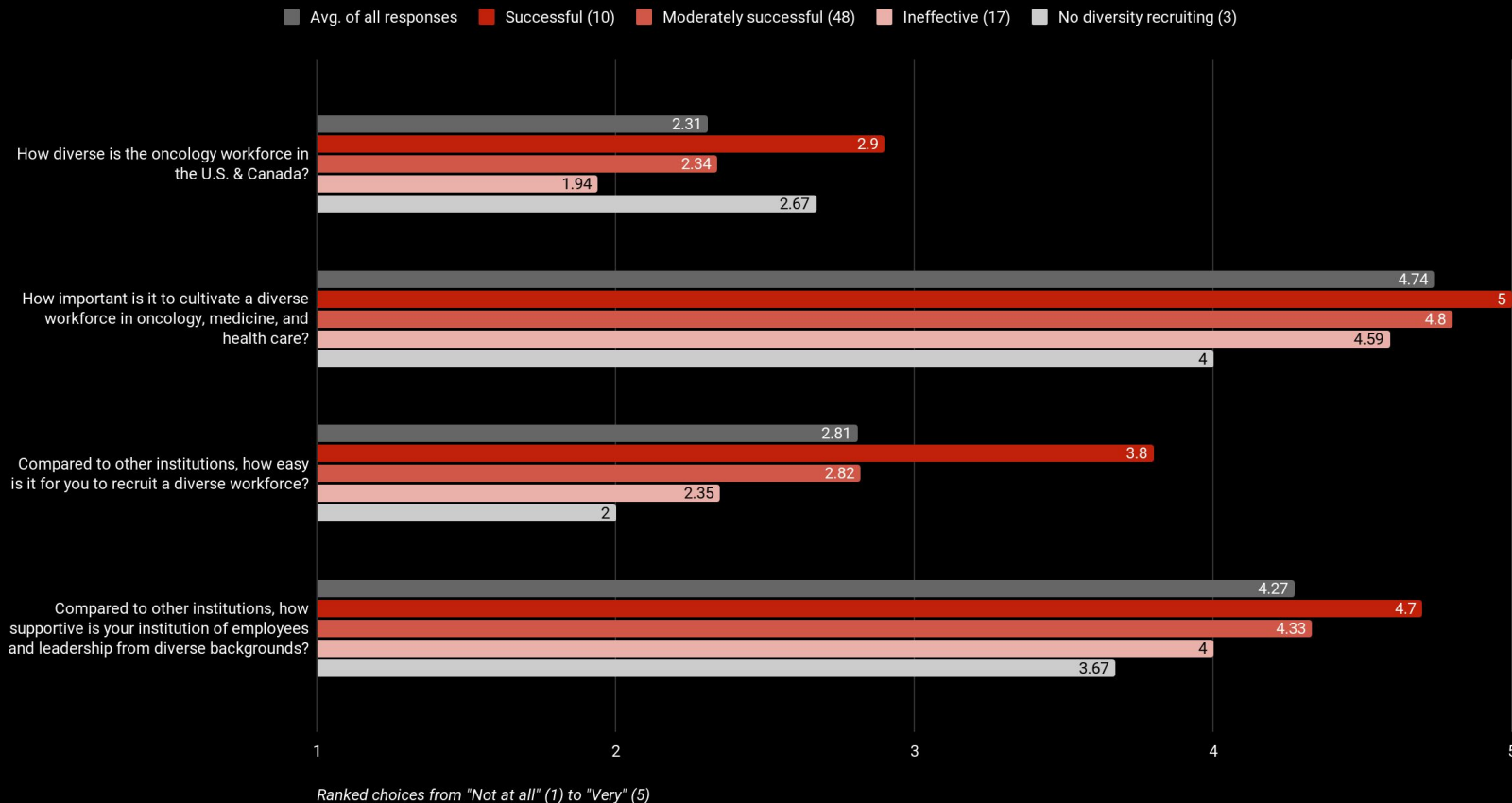
Directors: Diversity Assessments

Fig. 18 — Cancer Center Directors' Assessment of Diversity, by Gender and Race/Ethnicity



Directors: Diversity Assessments

Fig. 19 — Cancer Center Directors' Assessment of Diversity, by Reported Recruitment Success



Summary of observations

1. Self-reported success in recruitment ≠ actual diversity in leadership pipeline, for some groups

Although women directors are most likely to report that their institutions' diversity recruitment programs are “ineffective” compared to other groups, their leadership pipelines (deputy and associate directors) are the most diverse. Institutions led by white men, who are nearly as likely to report success in diversity recruitment as non-white directors, are the least diverse.

2. Some diversity recruiting appears to be better than none

There is notably greater diversity among deputy and associate directors at cancer centers with directors who report that their institutions' diversity recruitment programs are “successful” or “moderately successful”, compared to directors who report that their institutions' diversity recruitment programs are “ineffective” or non-existent (6% - 16% difference).

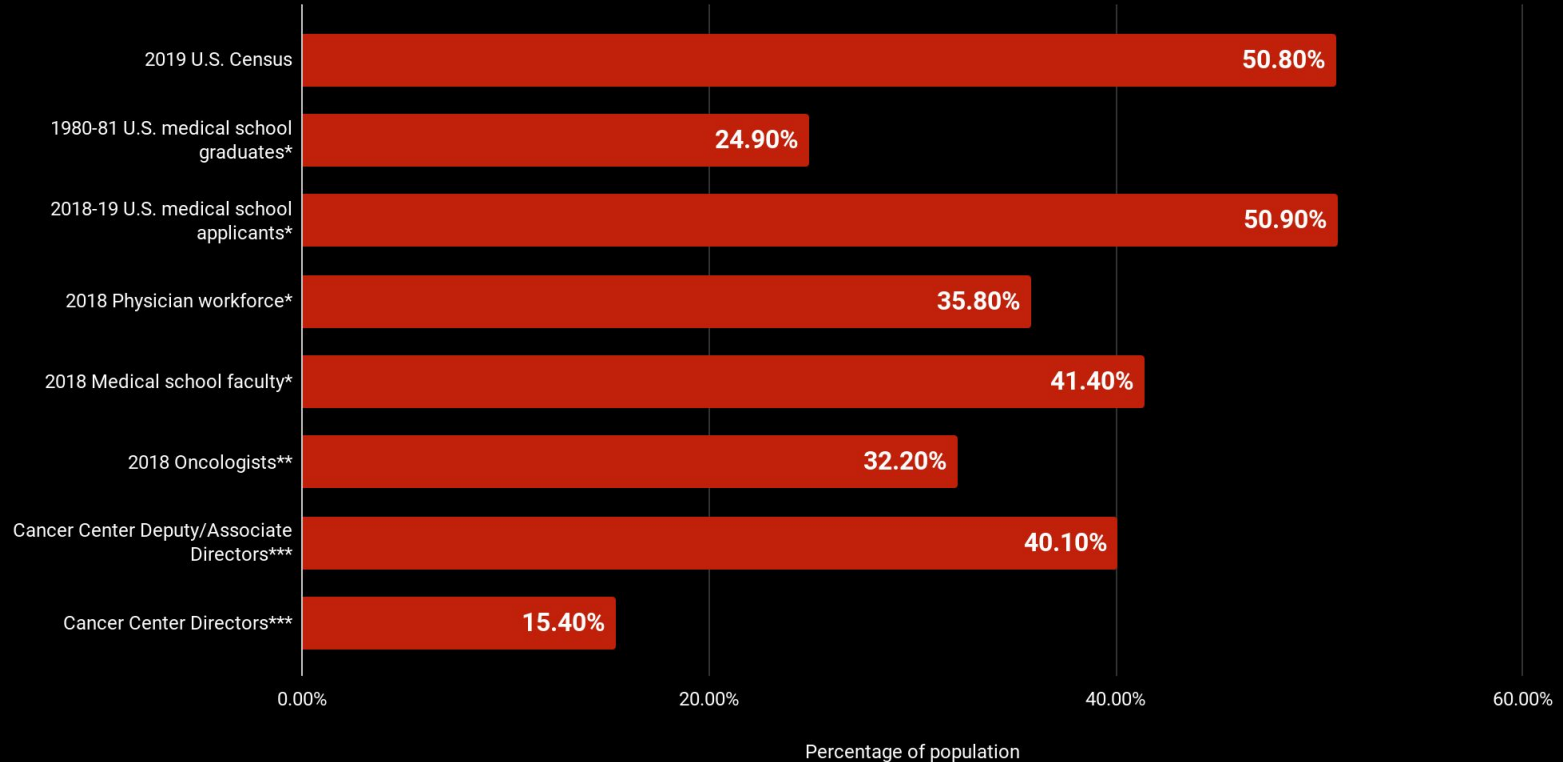
3. NCORP Minority/Underserved sites are the most diverse, regardless of NCI designation

NCI-designated cancer centers are up to 15% less diverse in directorship, compared to centers without NCI designation. Centers with NCORP Minority/Underserved Community Sites, regardless of NCI designation, are the most diverse, with 50% non-white directors—and with about 32% (~ 8% above average) non-white deputy and associate directors. 1 in 5 of all Black and 3 in 10 of all Hispanic/Latino deputy and associate directors work at these centers with NCORP MU sites.

Benchmarks:

Women

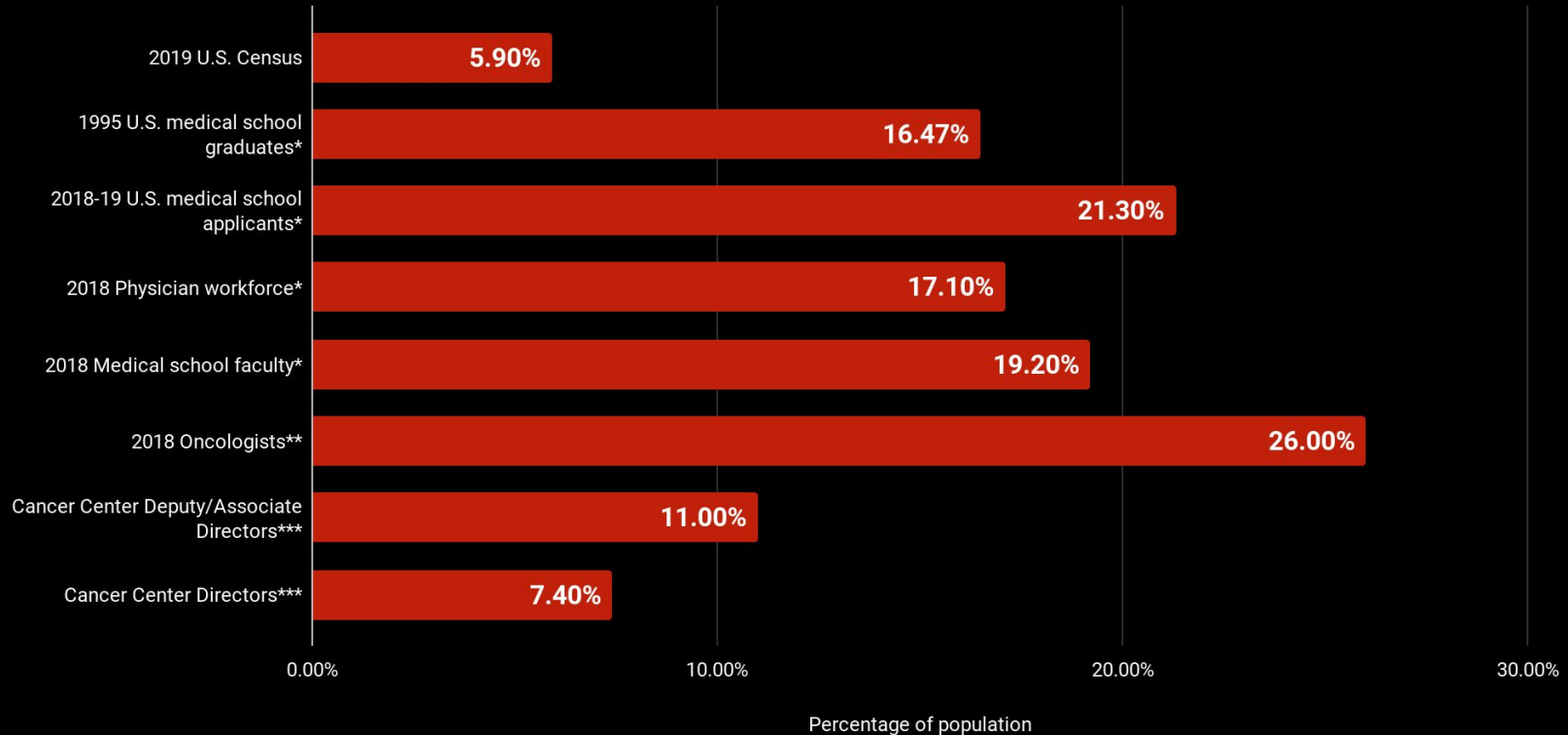
AAMC data; **AMA data; *The Cancer Letter-AACI survey*



Benchmarks:

Asian or Asian American

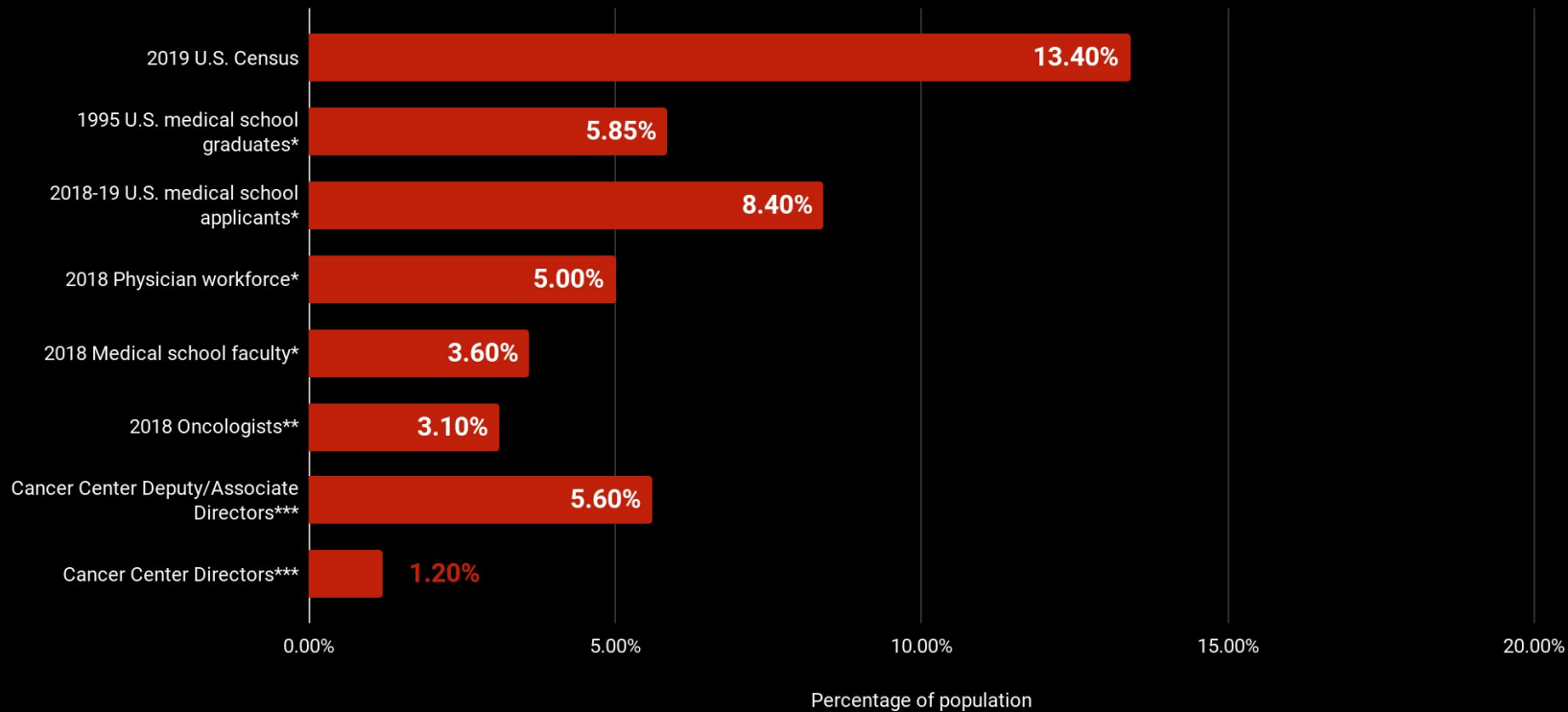
AAMC data; **AMA data; *The Cancer Letter-AACI survey*



Benchmarks:

Black or African American

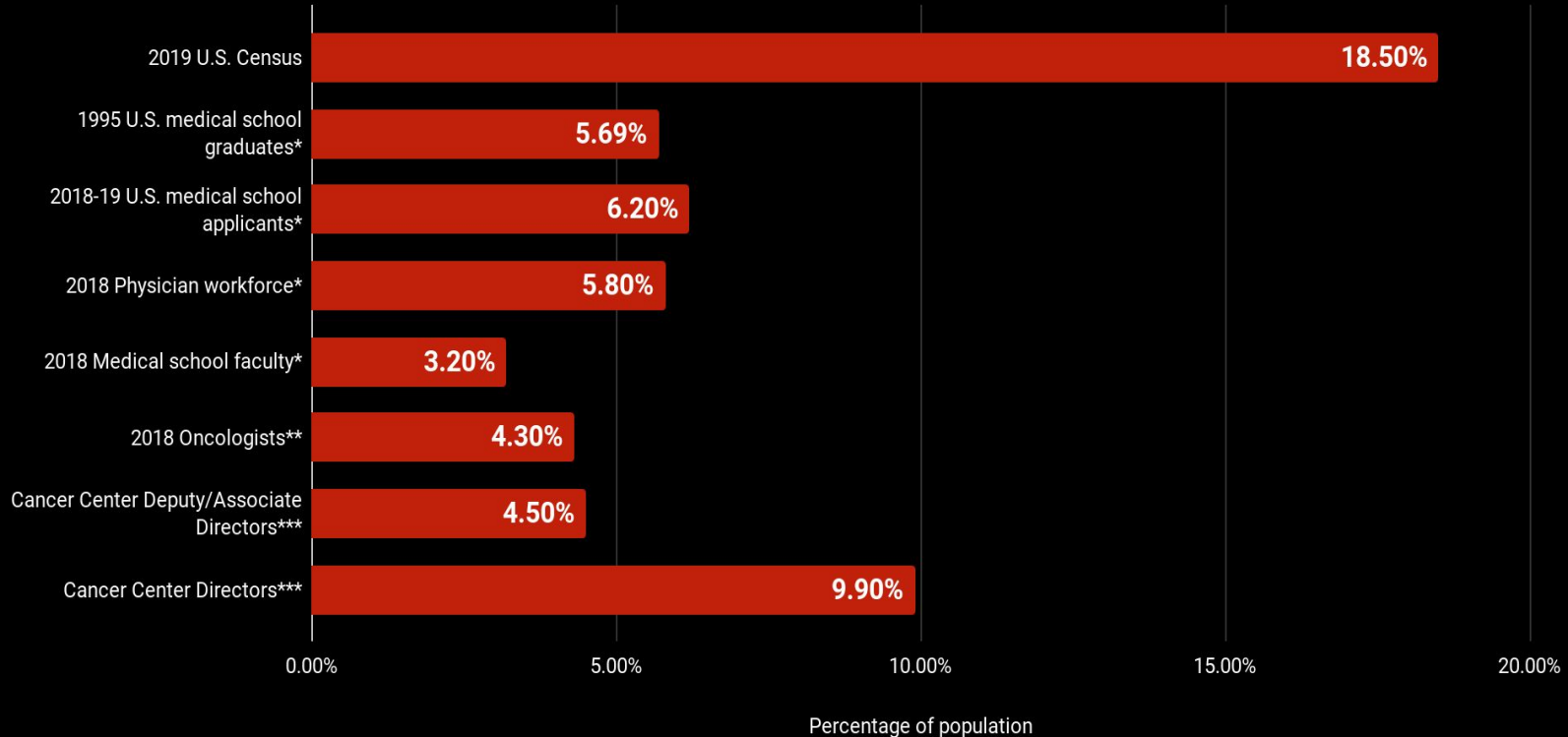
AAMC data; **AMA data; *The Cancer Letter-AACI survey*



Benchmarks:

Hispanic or Latino

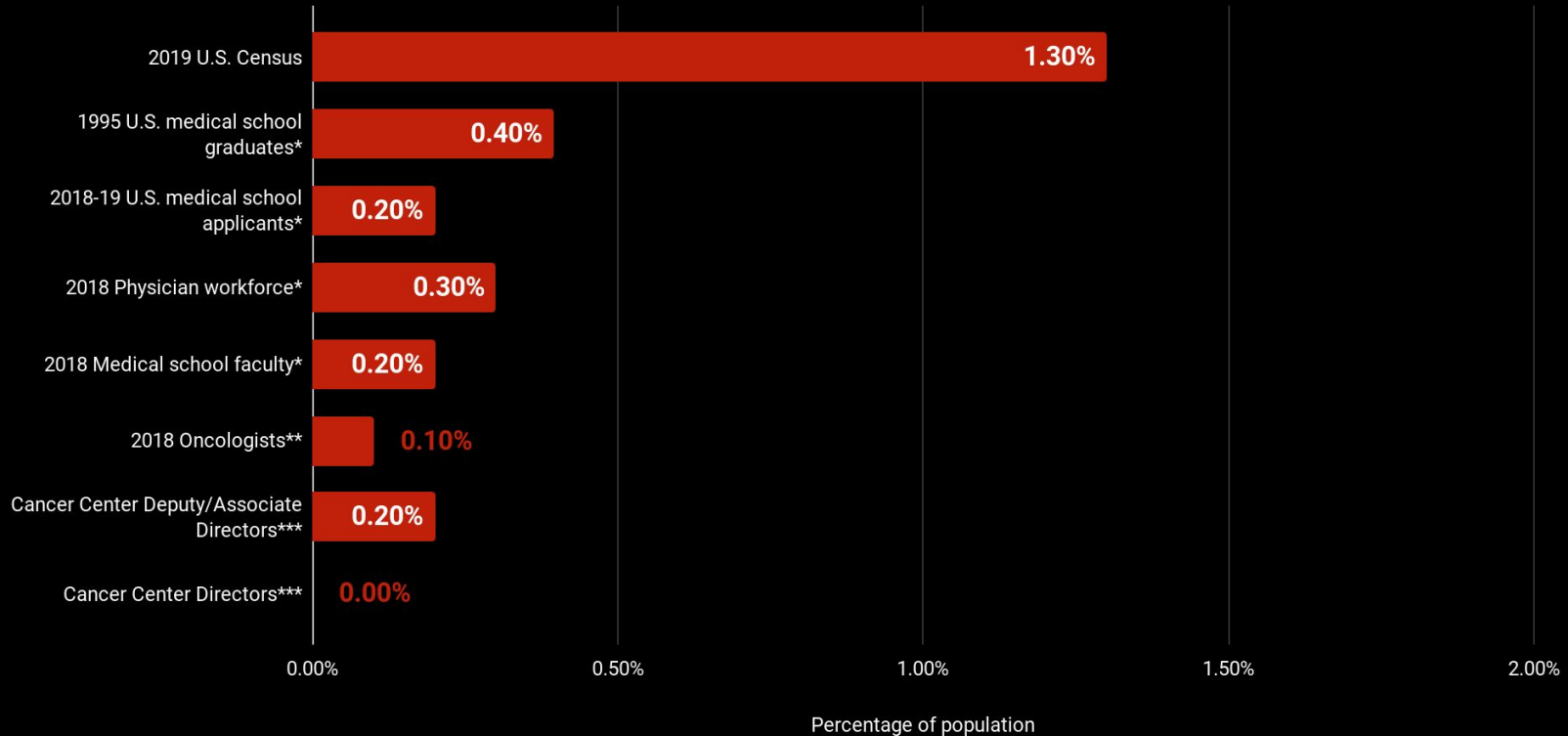
AAMC data; **AMA data; *The Cancer Letter-AACI survey*



Benchmarks:

Native American or Alaska Native

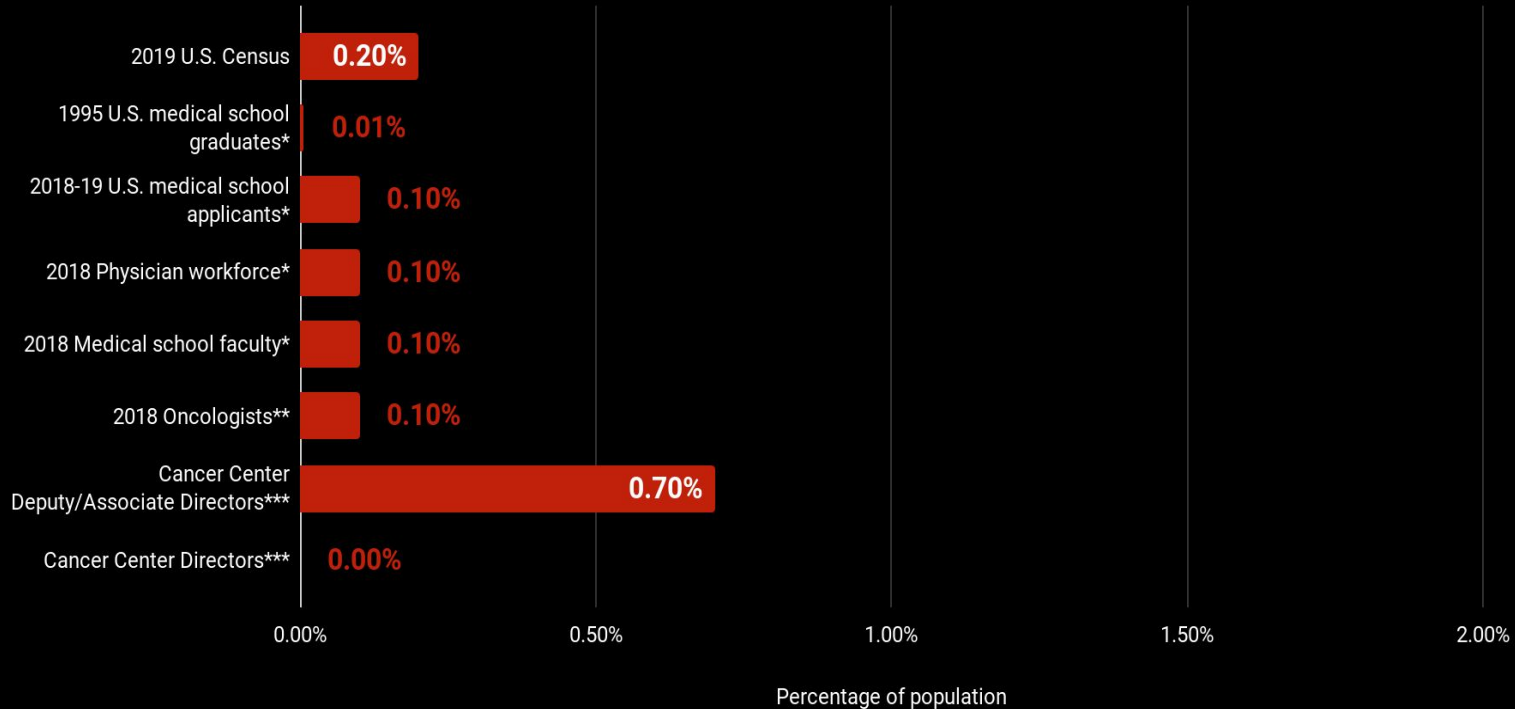
AAMC data; **AMA data; *The Cancer Letter-AACI survey*



Benchmarks:

Native Hawaiian or other Pacific Islander

AAMC data; **AMA data; *The Cancer Letter-AACI survey*



Read more:

The Cancer Letter's report on this survey and commentary from AACI are available [here](#).

cancerletter.com/articles/20201009/

The logo for The Cancer Letter (TCL) is located in the bottom right corner. It consists of the letters 'TCL' in a bold, white, sans-serif font, centered within a solid red square.