

ABSTRACT: 2016 ELAM Institutional Action Project Symposium

Project Title: Medical College of Wisconsin's Center for Excellence in Women's Leadership

Name and Institution: Libby Ellinas, MD; Medical College of Wisconsin, Milwaukee WI

Collaborators: Beth Drolet, MD; Leah Solberg Woods, PhD; Kimara Ellefson; Joe Kerschner, MD; and the Women's Faculty Council (WFC) at MCW.

Purpose: To make the Medical College of Wisconsin a preferred destination for women in academic medicine, by developing innovative programs designed to improve the recruitment, retention, advancement, and leadership of women faculty.

Background: 2013 AAMC data on women in academic medicine indicates that while nearly 50% of medical students are women, only 38% of faculty, 21% of full professors and 16% of Deans are women. MCW mirrors this trend; additionally only 3 of MCW's 29 Chairs are women. MCW's WFC and ELUMs saw the lack of professors, chairs, and leaders and called for change.

Research at MCW 2012: Women seek promotion and leadership at lower rates than men.

MCW Think Tank 2013: Recommends macro- and micro-climate change measures.

Approach: Develop a multi-layered approach to promote both pipeline initiatives and climate change.

Broad Aims: Coordinate multiple efforts, including unconscious bias training, CV interpretation, and bias-free letter writing. Value great mentors by helping our P&T Committee to value mentoring in promotion. Enhance leadership skillsets through training such as ELAM, AAMC programs for women, MCW's Leadership Academy. Patch the leaky PhD Pipeline by promoting the succession of women from post docs to lab leaders. Help chairs support their women faculty through a yearly leadership scorecard that tracks women faculty's development and succession planning.

ELAM-Specific Aims:

Aim 1: Facilitate the promotion of women faculty. We met with four different Chair constituency focus groups to obtain feedback and identify obstacles to valuing and promoting women faculty.

Aim 2: Track promotion of women faculty to Professor. We view professorship as measurable, trackable, and critical to promoting to leadership; promotion data will be monitored to inform our goal of 150 women professors.

Broad Evaluation Strategies: Utilize Faculty Forward and other research data. Follow the successes of leadership-training-program graduates. Track the progress of both chairs and faculty through the chairs' scorecard.

Outcomes of Specific Aims:

Aim 1: From the focus groups we learned that chairs see every faculty member as an investment – no one wants to see them fail. However, they noted, women can be hard on each other. Some simply won't fill out the paperwork. It would help to have best practices of departments and best habits of positive deviants. It's hard to convince women to join a department when it has no role models for them. There's attrition at each step in the pipeline, and the lack of women in leadership represents the summation of that attrition. Being part-time is inconsistent with being an excellent researcher. **Aim 2:** Currently we have 100 female and 320 male professors. Interestingly, of current professors, the average age at promotion to associate and full professor was similar for both genders, suggesting that the path is similar – perhaps it's a matter of getting women on it? We analyzed the progression of women and men through ranks, assuming that the total number of faculty would remain approximately equal. Using 10, 5 and 3 years of previous data in the forecast, we projected that there would be 138, 142, and 146 female professors, respectively, by 2025. We conclude that a goal of 150 female professors by 2025 would indicate that we had created change.

MCW Center for Excellence in Women's Leadership



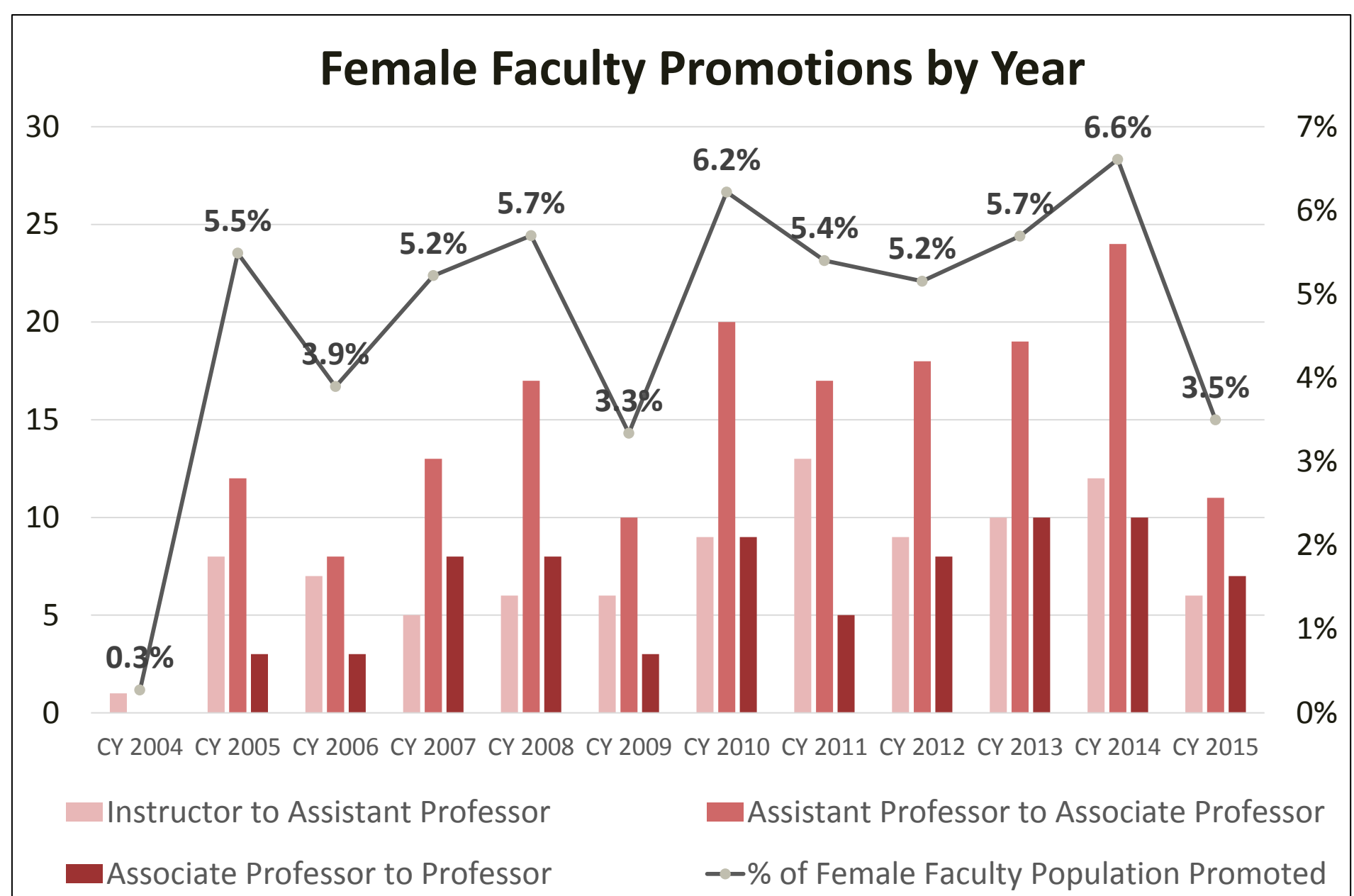
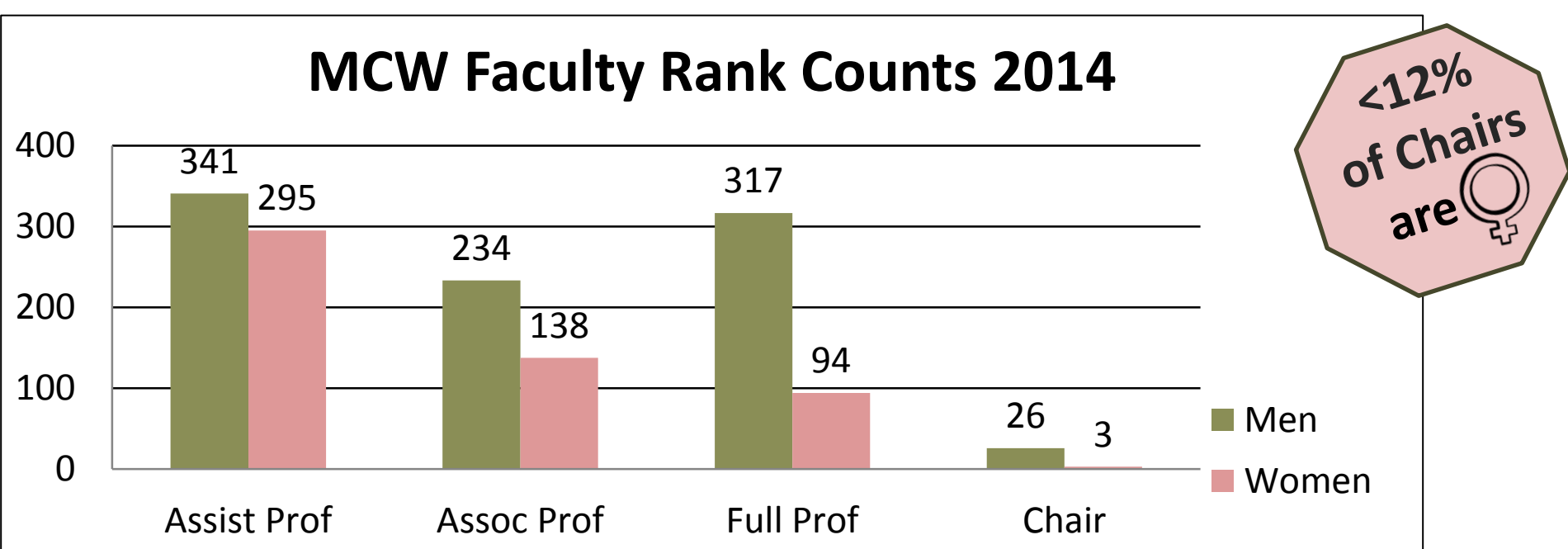
DREXEL UNIVERSITY
Executive Leadership in
Academic Medicine
College of Medicine

**Libby Ellinas, MD; Beth Drolet, MD; Joe Kerschner, MD;
Leah Solberg Woods, PhD; Kimara Ellefson,
& MCW's Women's Faculty Council.**

Transforming Culture. Advancing Women.

Purpose: The Medical College of Wisconsin will become a destination for women in academic medicine, by developing innovative programs designed to improve the recruitment, retention, advancement, and leadership of women faculty.

Background: 2013 AAMC data: nearly 50% of medical students are women, but only 38% of faculty, 21% of full professors and 16% of Deans are women. MCW mirrors this trend;
Research MCW 2012: Women endorse seeking promotion & leadership at lower rates than men.
MCW Think Tank 2013: Recommends Dean for Women and climate change measures.



ELAM-Specific Aims:

Chairs Focus Groups: Four constituency groups were asked how to value and promote women.

Promotion to Professor: Evaluation of data to inform our goal of 150 women professors. Professorship as both measurable, trackable, and critical to promoting women to leadership positions.

ELAM-Specific Results:

Chairs Focus Group Results: Chairs see every faculty member as an investment – none should fail.

- Women can be hard on each other.
- Some simply won't fill out the paperwork.
- Hard to convince women to join a department when it has no role models.
- Being part-time is inconsistent with being an excellent researcher.
- There's attrition at each step in the pipeline, and the lack of women in leadership represents the summation of that attrition.

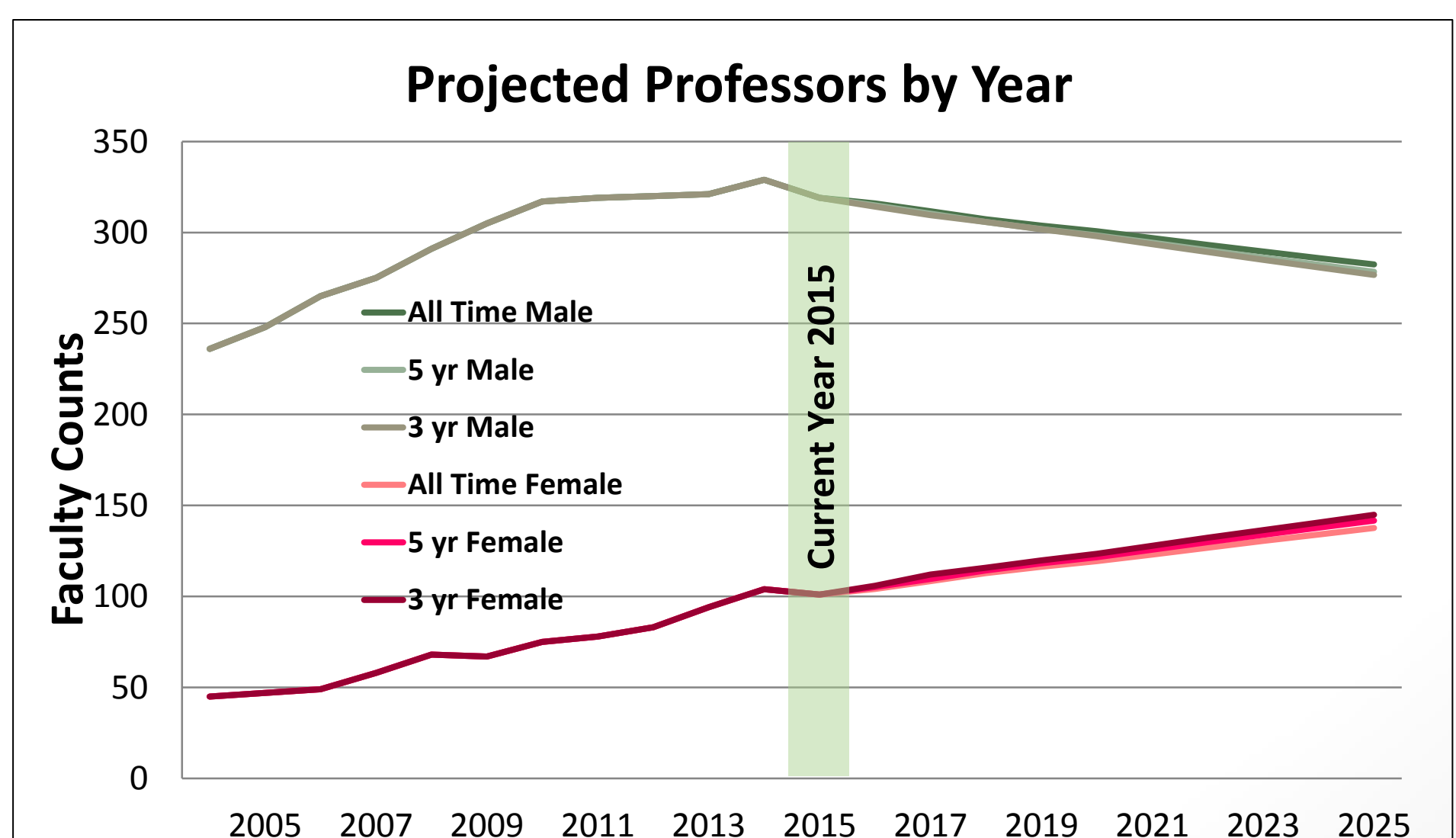
Promotion to Professor: Of current professors, the average age at promotion was similar for both genders. If the path is similar – perhaps it's a matter of getting women on it?

- Now 100 female & 320 male professors.
- Using 10, 5 and 3 years of data, we project that there would be 138, 142, and 146 female professors, respectively, by 2025. (Graph at right.)

Approach: Center for Women's Leadership will coordinate efforts:

- Unconscious bias training; bias-free letters.
- Assist P&T Committee to value mentoring.
- Enhance women's leadership skillsets through ELAM and other programs.
- Patch the leaky PhD Pipeline.
- Leadership scorecard for chairs.

Evaluation Strategy: Utilize Faculty Forward and other research data. Follow the successes of leadership-training-program graduates. Track progress through the chairs' scorecard.



Conclusions: 150 female professors by 2025 would indicate climate change. Chairs are open to engage in change.

Presented at the 2016 ELAM® Leaders Forum.