

## ABSTRACT: 2016 ELAM Institutional Action Project Symposium

**Project Title:** The Current Status and Future Goals of Women's Leadership and Advancement at UFCOM

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**Collaborators:** Marian Limacher, M.D.

**Background, Challenge or Opportunity:** It is well known that there is a disparity in the number of women and men in academic medical schools. This disparity increases with advancement in rank. In addition, there are far fewer women in leadership roles.

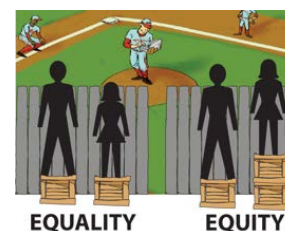
**Purpose/Objectives:** To determine how the University of Florida College of Medicine (UFCOM) compares to national data to determine whether there is a need for intervention. If a need was found, a leadership program for women at UFCOM would be created.

**Methods/Approach:** The AAMC database was used to calculate the percentage of women at the Assistant, Associate, and Professor levels, and the percentage of women in major leadership positions (Dean, Senior Associate Deans, Chairs, Medical Directors, and Program Directors) at the UFCOM as well as nationally. The number and percentage of women participants in external as well as internal leadership programs at UFCOM was obtained. Information will be gathered from results of a recently conducted Faculty Forward survey to compare the responses of women and men to questions related to advancement and leadership opportunities.

**Outcomes and Evaluation Strategy:** The AAMC data revealed that, nationally, the percentage of women at each rank is lower and this disparity increases with rank. Despite this disparity steadily improving over the last decade, women are 44% of Assistant Professors, 35% of Associate Professors, and only 22% of Professors nationally. At UFCOM, this disparity is much greater. While there is a positive trend in the number of Assistant Professors (42%), the gap between national and UFCOM is increasing at the Associate Professor (26%) and Professor (16%) levels. Only 8% of Chairs and 28% of Associate and Assistant Deans are women at UFCOM compared to 15% and 33% respectively nationally. Thus, there appears to be a great need for support for advancement of women at UFCOM.

A number of leadership training opportunities existed at UFCOM as well as externally. Women participated in fewer numbers than men other than the AAMC women leadership program where 2-3 attended each year. However, there was no UFCOM structured advancement and leadership program specifically for women. The long-term plan, therefore, is to create such a program and preliminary planning has been initiated. It will be spearheaded by the office of the Senior Associate Dean for Faculty Affairs and will include HR and ELUMs. The medical schools that did much better at hiring, retaining and advancing women (GWU, UCSF, etc) will be contacted to find best practices and techniques that have shown positive results.

Outcomes will be measured following the initiation of the intervention by comparing the current data to that over the next five years. Specifically, the percentage of women at each rank level and the number of women in major leadership positions will be measured. Faculty forward data will also be compared before and after the intervention.



# The Current Status and Future Goals of Women's Leadership and Advancement at UFCOM

Sonal Tuli, M.D., M.Ed.

## BACKGROUND

It is well known that there is a disparity in the number of women and men in faculty positions at academic medical schools. This disparity increases with advancement in rank. In addition, there are far fewer women in leadership roles.

At UFCOM, there is only 1 woman clinical chair, 1 basic science chair, and 1 senior associate dean. The need to increase women in major leadership roles was recognized. However, the status of women faculty at the school was unknown. There was no data on whether the disparity at the various ranks was higher or lower than the national average.

## OBJECTIVES

To determine how the University of Florida College of Medicine (UFCOM) compared to national data to determine if there was a significant disparity between men and women at UFCOM. In addition, to find out the perception of women at UFCOM of the advancement and leadership opportunities available them.

In the event a gap was found, a secondary objective would be to create a leadership program for women at UFCOM.

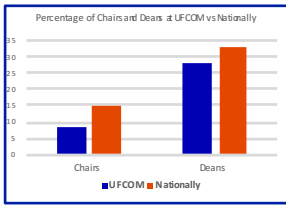
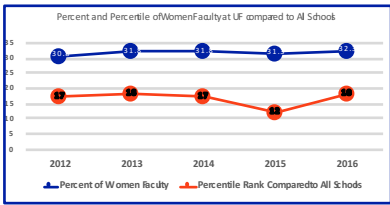
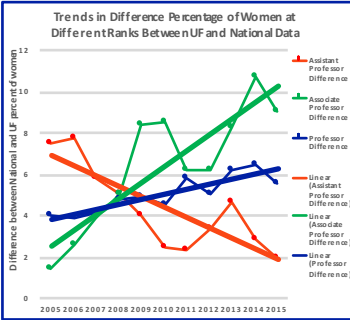
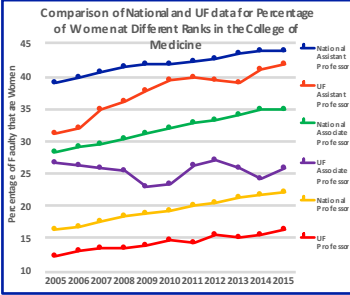
## METHODS

The AAMC database was used to calculate the percentage of women at the Assistant, Associate, and Professor levels, and the percentage of women in major leadership positions (Dean, Senior Associate Deans, Chairs, Medical Directors, and Program Directors) at the UFCOM as well as nationally. The number and percentage of women participants in external as well as internal leadership programs at UFCOM was obtained. Information will be gathered from results of a recently completed Faculty Forward survey, when available, to compare the responses of women and men to questions related to advancement and leadership opportunities. Next, a survey of women will be conducted to determine whether there is an interest in such a program.

## OUTCOMES AND EVALUATION

The AAMC data revealed that, nationally, the percentage of women at each rank is lower than men and this disparity increases with rank. Despite this disparity steadily improving over the last decade, women are 44% of Assistant Professors, 35% of Associate Professors, and only 22% of Professors nationally. At UFCOM, this disparity is much greater. While there is a positive trend in the number of Assistant Professors (42%), the gap between national and UFCOM is increasing at the Associate Professor (26%) and Professor (16%) levels. Only 8% of Chairs and 28% of Associate and Assistant Deans are women at UFCOM compared to 15% and 33% respectively nationally.

A number of leadership training opportunities existed at UFCOM as well as externally. Women participated in fewer numbers than men other than the AAMC women leadership program where 2-3 attended each year. There was no structured advancement and leadership program specifically for women.



## DISCUSSION

There appears to be a much greater disparity between the number of women and men at all ranks and leadership positions at UF compared to national data. While this gap appears to be closing at the Assistant Professor rank, the enormous disparity at the Associate Professor rank suggests that this may be may not be because of a change in the hiring patterns. This is likely due to the fact that much higher numbers of men are being promoted to Associate than women, thus increasing the relative number of women Assistant professors. This is supported by the fact that the total percentage of women at UFCOM is not increasing significantly.

Thus, there is a great need for an advancement and leadership program specifically targeting women at UFCOM. There is also a need to encourage women faculty participation in the existing programs. Only by creating a culture that allows women to succeed, will it be possible to increase the women in major leadership positions.

## SUMMARY

The ultimate, audacious objective of this project is to increase the percentage of women at all levels to at or above the national average. In addition, it is to increase the number of women in major leadership positions at UFCOM.

An advancement and leadership program, specifically targeting women will be created at the UFCOM. The program will be based in the Faculty Affairs office and will involve the Human Resources Office that runs a number of the other leadership programs at UF. Best practices will be collected from other institutions that have had success in equating the numbers of men and women like UCSF.

The only way to reach our goal will be to not only make the opportunities available to women equal to men, but to make their opportunities equitable.

