Women’s Leadership Program at Emory: A Proposal for a Mid-Career Leadership Course for Female Faculty at Emory

Denise J. Jamieson, Chair, Department of Gynecology & Obstetrics
Mentor: Carolyn C. Meltzer, Executive Associate Dean of Faculty Academic Advancement, Leadership and Inclusion
Emory University School of Medicine

The Problem: A Gender Gap in Leadership at Emory

- Over 35-year period, women less likely to be associate or full professor or department chair; no narrowing in the gap (Richter KP, Clark L, Wick JA, et al. Women physicians and promotion in academic medicine. New England Journal of Medicine 2020).
- Large gender gap in leadership exists at Emory: 3/27 (11%) Emory School of Medicine chairs are female.

Objective: To assess whether a mid-career leadership course for women at Emory would be helpful in addressing this gender gap

Methods

1. Benchmarking of Other Programs (n=28)
2. Emory Alliance for Women in Medicine and Science (EAWiMS)
   a) Focus Group Discussion with 6 Steering Committee members
   b) Survey of Membership: 94/247 (38% response rate)
3. Individual interviews with Emory Leadership, Midcareer Faculty, External Stakeholders (n=26)

Results

EAWiMS Steering Committee Focus Group Discussion

Themes
- Women 2nd class citizens; not in elite networks and groups; not in roles that lead to leadership
- Gender bias is oppressive and pervasive
- Lack of mentorship and networking: networks for men are endemic; junior men are being groomed into leadership roles

EAWiMS Survey from 94 faculty
- >90% would participate in mid-career course

Feedback from Emory Leadership, Midcareer Faculty, External Stakeholders (n=26)
- Program must include mentoring, coaching and sponsorship to be successful
- Men should be made aware of the specific issues women face to begin making a cultural change and become stronger allies
- Review of pipeline vs. hiring process should be conducted to understand where the problem lies
- National programs only admit small number of women and should not be relied on for women’s development

Next Steps
- Present proposal to Emory’s Dean’s Faculty Advisory Committee & Council of Chairs in July 2021
- Inaugural course in January 2022

Over 35-year period, women less likely to be associate or full professor or department chair; no narrowing in the gap (Richter KP, Clark L, Wick JA, et al. Women physicians and promotion in academic medicine. New England Journal of Medicine 2020).

Large gender gap in leadership exists at Emory: 3/27 (11%) Emory School of Medicine chairs are female.

Objective: To assess whether a mid-career leadership course for women at Emory would be helpful in addressing this gender gap

Methods

1. Benchmarking of Other Programs (n=28)
2. Emory Alliance for Women in Medicine and Science (EAWiMS)
   a) Focus Group Discussion with 6 Steering Committee members
   b) Survey of Membership: 94/247 (38% response rate)
3. Individual interviews with Emory Leadership, Midcareer Faculty, External Stakeholders (n=26)

Results

EAWiMS Steering Committee Focus Group Discussion

Themes
- Women 2nd class citizens; not in elite networks and groups; not in roles that lead to leadership
- Gender bias is oppressive and pervasive
- Lack of mentorship and networking: networks for men are endemic; junior men are being groomed into leadership roles

EAWiMS Survey from 94 faculty
- >90% would participate in mid-career course

Feedback from Emory Leadership, Midcareer Faculty, External Stakeholders (n=26)
- Program must include mentoring, coaching and sponsorship to be successful
- Men should be made aware of the specific issues women face to begin making a cultural change and become stronger allies
- Review of pipeline vs. hiring process should be conducted to understand where the problem lies
- National programs only admit small number of women and should not be relied on for women’s development

Next Steps
- Present proposal to Emory’s Dean’s Faculty Advisory Committee & Council of Chairs in July 2021
- Inaugural course in January 2022

Over 35-year period, women less likely to be associate or full professor or department chair; no narrowing in the gap (Richter KP, Clark L, Wick JA, et al. Women physicians and promotion in academic medicine. New England Journal of Medicine 2020).

Large gender gap in leadership exists at Emory: 3/27 (11%) Emory School of Medicine chairs are female.

Objective: To assess whether a mid-career leadership course for women at Emory would be helpful in addressing this gender gap

Methods

1. Benchmarking of Other Programs (n=28)
2. Emory Alliance for Women in Medicine and Science (EAWiMS)
   a) Focus Group Discussion with 6 Steering Committee members
   b) Survey of Membership: 94/247 (38% response rate)
3. Individual interviews with Emory Leadership, Midcareer Faculty, External Stakeholders (n=26)

Results

EAWiMS Steering Committee Focus Group Discussion

Themes
- Women 2nd class citizens; not in elite networks and groups; not in roles that lead to leadership
- Gender bias is oppressive and pervasive
- Lack of mentorship and networking: networks for men are endemic; junior men are being groomed into leadership roles

EAWiMS Survey from 94 faculty
- >90% would participate in mid-career course

Feedback from Emory Leadership, Midcareer Faculty, External Stakeholders (n=26)
- Program must include mentoring, coaching and sponsorship to be successful
- Men should be made aware of the specific issues women face to begin making a cultural change and become stronger allies
- Review of pipeline vs. hiring process should be conducted to understand where the problem lies
- National programs only admit small number of women and should not be relied on for women’s development

Next Steps
- Present proposal to Emory’s Dean’s Faculty Advisory Committee & Council of Chairs in July 2021
- Inaugural course in January 2022