



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

- Mid-career is a period of particular vulnerability for women in academic medicine; intentional attention and support wane (Lewiss RE, Silver JK, Bernstein CA, Mills AM, Overholser B, Spector ND. Is academic medicine making mid-career women physicians invisible? *Journal of Women's Health* 2020).
- Drexel University's Executive Leadership in Academic Medicine (ELAM) and the AAMC's Mid-Career Women Faculty Leadership Development Seminar provide training to mid-career women on trajectory to leadership roles but are limited in capacity (Perman SM, Lewiss RE. Career Development Programs: Is mid-career the ideal intervention stage? *Journal of Women's Health* 2021).
- Other institutions have successfully launched mid-career development programs for women; although knowledge and competency improved, long-term data comparing to non-participants lacking (Chaudron LH, Anson E, Tolbert JMB, Inoue S, Cerulli C. Meeting the needs of mid-career women in academic medicine: One model career development program. *Journal of Women's Health* 2021).

Methods

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

Task Force Members

- Scott Boden
- Keith Delman
- Cindy Derdeyn
- Kathy Glas
- Kristen Higgins
- Nadine Kaslow
- Gina Lundberg
- Susan Margulies
- Tammie Quest
- Merry Sebelik
- David Wright
- Katie Cowley
- Caroline Moore

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