

How to Start a Robust WIMS Organization

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GWIMS Toolkit

Your WIMS Organization

- Getting Started
 - ✓ Connect with GWIMS!
 - ✓ Identify/Choose a “Home”
 - ✓ Establish Administrative and Financial Support
 - ✓ Data to make your case
- Essential Elements: WIMS Priorities
 - ✓ Identify Greatest Needs
 - ✓ Focus your efforts: Advocacy and Programming Tips
- Essential Elements: WIMS Structure
 - ✓ Identify Leader / Director
 - ✓ Identify (initial) target constituency
 - ✓ Organizational Structure
- Getting Recognized
 - ✓ Go Social
 - ✓ Recognize WIMS and Members

Getting Started



Connect with GWIMS & AAMC

- Develop a relationship with GWIMS/AAMC.
- Network and connect with GWIMS members by sending a message to the GWIMS Listserve: gwims@lists.aamc.org
- Contact GWIMS leaders for guidance, speakers, and ideas.
- Network with WIMS from other institutions.
- Check out the GWIMS Website for more info!

Identifying/Choosing a “Home”

- Where in the organization your WIMS group will be housed will matter regarding access and resources.
 - ✓ Faculty Affairs vs Human Resources vs Diversity & Inclusion, etc.
- Important Considerations:
 - ✓ Are there other programs, offices, or centers doing similar work (i.e., Office of Diversity)?
 - ✓ Is your home aligned with your goals or constituency? (Departmental, College, or University level)
 - ✓ Is there support at the leadership / admin level where you want to make your home?



Establish Administrative and Financial Support

- Propose a budget; items to consider:
 - ✓ Salary support for a program coordinator
 - ✓ Protected time or salary support for director/leader
 - ✓ Additional monies needed dependent on efforts and programmatic costs
 - Awards
 - Catering
 - Advertising
 - Outside speakers
 - ✓ Can budgetary needs be shared across colleges, departments, or other programs with mutual interests



Establish Administrative and Financial Support

- **Baylor College of Medicine (BCM)**
 - ✓ Housed in the Office of Institutional Diversity, Equity & Inclusion
 - ✓ Financial support provided for staff and programming (Community Engagement, Associate Director)
 - ✓ GWIMS collaborates with DEI and women leaders and stakeholders across the College
- **The University of Mississippi Medical Center (UMMC)**
 - ✓ Group on Women in Medicine and Science (GWIMS), housed within the Office of Diversity and Inclusion (ODI). Financial support from intramural sources, i.e. trusts and donations
 - ✓ No protected time or salary support for GWIMS Executive Board Members; all are volunteer positions
 - ✓ ODI provides administrative support with financials and room reservations
- **Medical University of South Carolina (MUSC)**
 - ✓ Advancement, Recruitment, and Retention of Women (ARROW), independent “Center” housed within the College of Medicine (COM)
 - ✓ Financial support for a coordinator and programmatic needs is provided annually by the offices of the University Provost and the COM Dean.
 - ✓ ARROW Director is an appointed position with no protected time or salary support; steering committee members are volunteer positions

Data for Making Your Case:

What do you think your WIMS should address?

Look to your own data:

Local Institutional Data- Potential Sources

- Office of Inclusion, Equity or Diversity or similar office that may collect institution wide gender data
- College or Departmental level offices or individuals that may collect or have access to gender data such as Human Resources or your Office of Faculty Affairs
 - ✓ Ask who in your institution reports data to the AAMC, such as through the Faculty Roster or FAMOUS reports

Data for Making Your Case:

GWIMS- State of Women in Academic Medicine Reports

Gender data collected through GWIMS surveys include reports for 2013-2014, 2015-2016, and 2018-2019 and can be accessed [here](#):

In addition to the full reports, the GWIMS gender data is provided as a series of graphs broken out by characteristics such as medical school applicants or graduates, residents, and faculty by rank, race/ethnicity, promotion, leadership positions, etc.

The next few slides highlight some of the data collected in the 2018-2019 report.

Data for Making Your Case:

2018-2019 AAMC State of Women in Academic Medicine Institutional Resources to Support Women Faculty, 2018

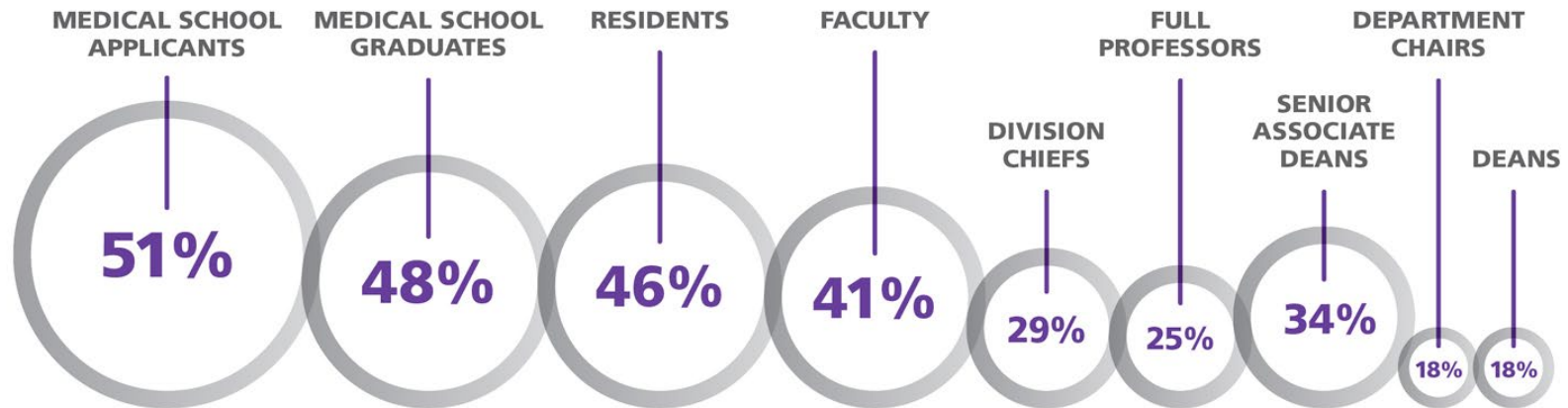
Data is based on survey responses from 98 of the 154 U.S. medical schools (response rate of 64%)



Data for Making Your Case:

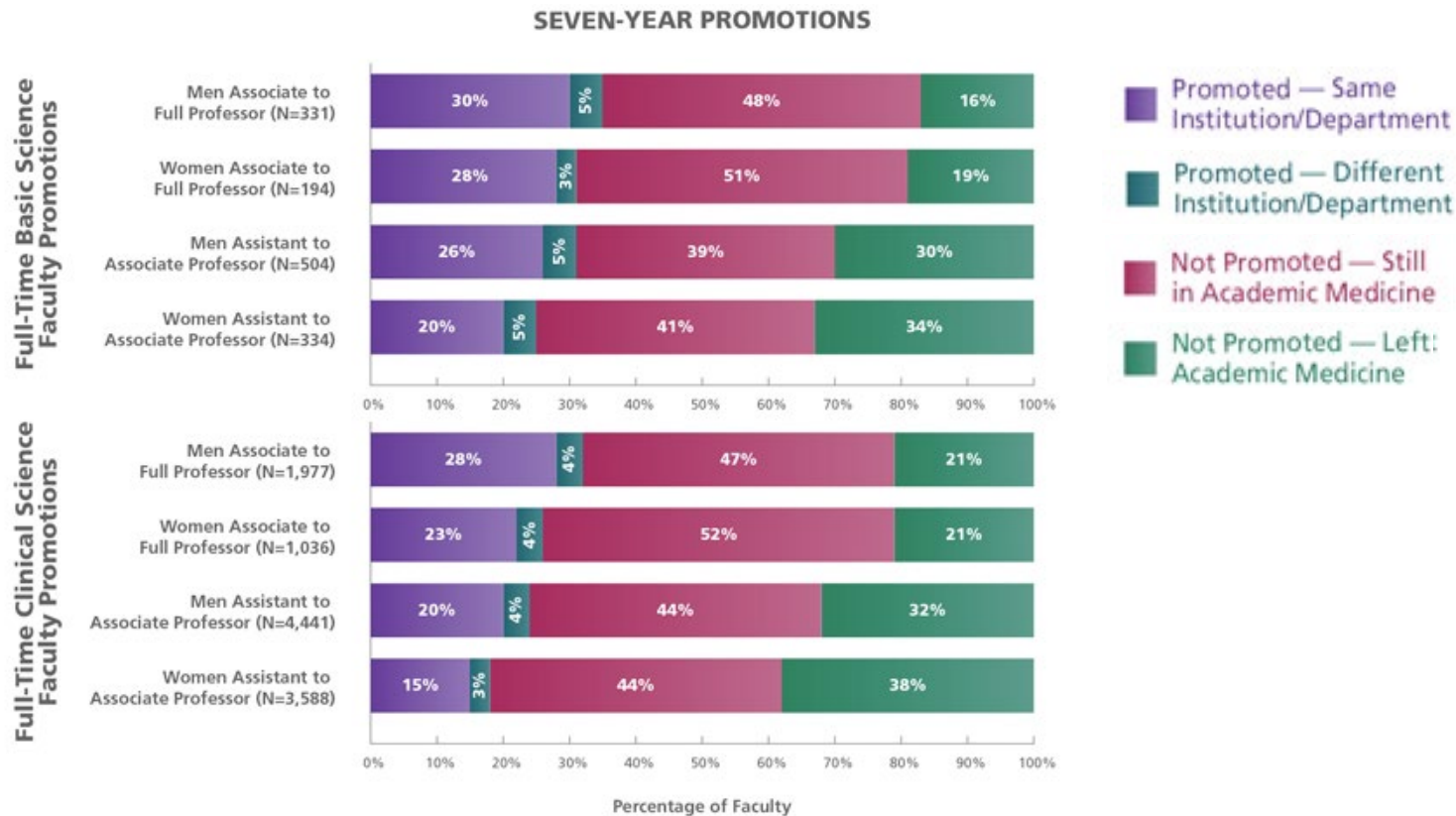
2018-2019 AAMC State of Women in Academic Medicine *Executive Summary*

REPRESENTATION OF WOMEN IN ACADEMIC MEDICINE 2018-2019



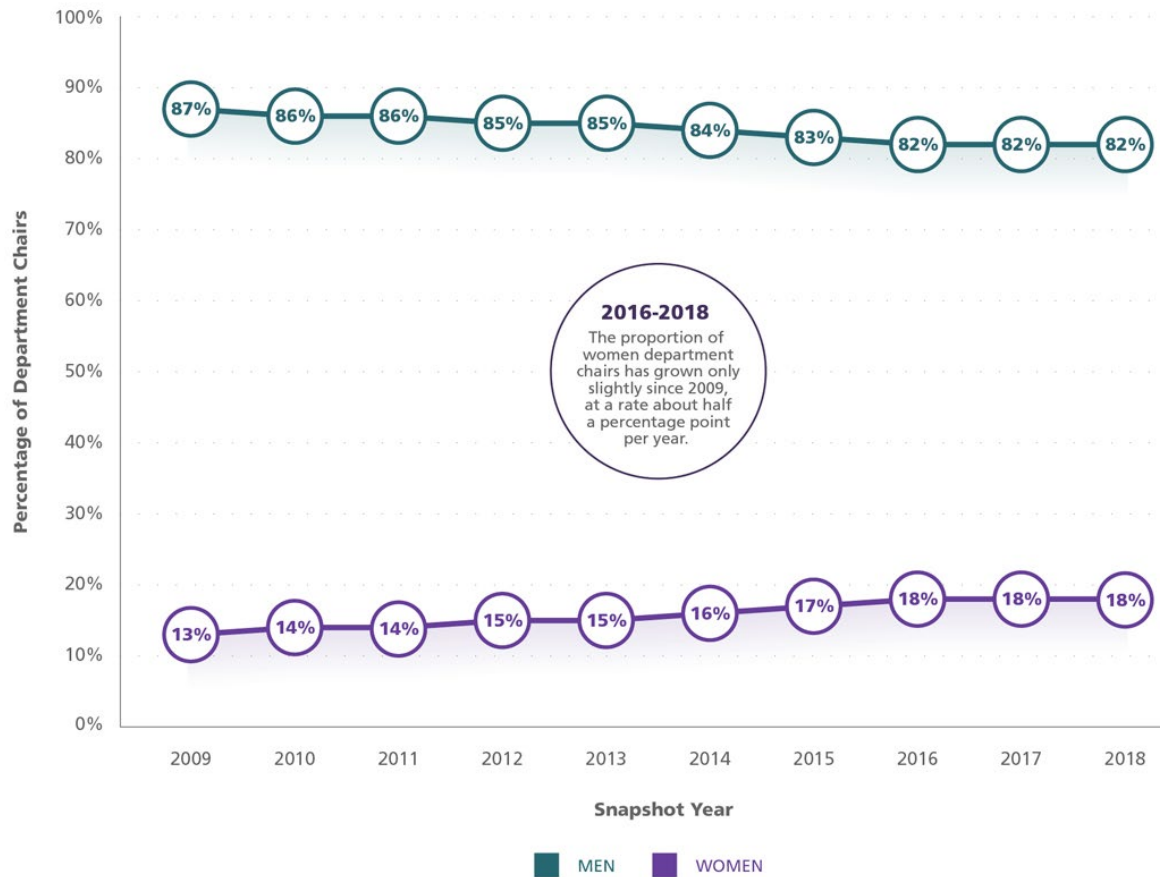
Data for Making Your Case:

2018-2019 AAMC State of Women in Academic Medicine Seven-Year Promotion Outcomes for First-Time Assistant or Associate Professors in 2008-2009



Data for Making Your Case:

2018-2019 AAMC State of Women in Academic Medicine *Percentage of Dept. Chairs by Gender, 2009-2018*



Data for Making Your Case:

Additional AAMC Data

Faculty Roster:

AAMC now collects gender information annually through the [Faculty Roster](#). The Faculty Roster contains reports on full-time faculty and department chairs broken out by characteristics such as sex, race/ethnicity, department, rank, degree, promotion, etc. National and some school-specific data are publicly available on the Faculty Roster webpage:

FAMOUS:

Additional data is available to GWIMS members through their AAMC username and password on the Faculty Roster online reporting tool at [FAMOUS](#):

GWIMS Directory:

Constituents who are not GWIMS members should contact their designated Faculty Roster Representatives at their school. The AAMC Member Directory lists representatives by school. A link to the Member Directory can be found on the Faculty Roster webpage (provided above).

You may also request data through AAMC directly by filling out a [request form](#).

Champions, Sponsors, and Allies

To get to a “yes” regarding your WIMS start-up funds:

- Leverage relationships between senior women faculty and male chairs/leaders to convey the WIMS message.
- Engage the most senior leadership in your institution to attend events, discuss starting a WIMS, and promote the organization once established. Critical to visibility and buy in.
- Invite male leadership and male faculty allies to early events and include them on panel discussions. ([GWIMS Allyship toolkit](#))

Essential Elements: WIMS Priorities

Identify Greatest Needs

- Use AAMC data or collect data at your institution (see previous slides) to identify and prioritize the critical challenges and focus your efforts.
- Bring interested faculty members together to discuss:
 - ✓ Top one or two challenges to focus on in starting your program
 - ✓ Approaches / mechanisms for addressing challenges

Focus Your Efforts

- Define your target audience: Faculty, Staff, Students
- Consider how your topics and audience might affect where your program resides and how you will broaden your reach.
- In general, WIMS efforts should strive to:
 - ✓ Increase visibility for women faculty and their concerns.
 - ✓ Advocate for issues of importance to your constituents.
 - ✓ Highlight internal / local speakers.
 - ✓ Encompass academic and non-academic topics.
 - ✓ Create CV-worthy opportunities such as committee leadership, awards, publications.



Focus Your Efforts- Advocacy Suggestions

- Many WIMS have major advocacy roles in:
 - ✓ Salary equity
 - ✓ Lactation policies and success
 - ✓ Sponsorship for women
 - ✓ Promotion processes
 - ✓ Childcare
 - ✓ Executive search processes
 - ✓ Mentoring
 - ✓ [Check GWIMS toolkit website for guidance on some of these topics](#)
- If advocacy is your goal, consider your WIMS home location and how that may affect your voice.



Focus Your Efforts- Programming Suggestions

- In the beginning, less is more: advocate for one issue or deliver a few quality programs that make a lasting impression.
- Stay on message.
- An event or invited speaker on your campus can spark interest.
 - ✓ Look to AAMC events for suggested speakers & topics.
 - ✓ Tap internal speakers if funding is limited and to highlight local people.
 - ✓ Consider virtual events – can get speakers from many places!

Focus Your Efforts: Maximizing Program Participation

- Faculty: Be mindful of both PhDs and MDs
- Students and Staff: If students and staff are part of your WIMS, include events just for them
- Intersectionality: Do women of color in your WIMS have different needs?
- Timing: Plan programs and events at different times of the day (morning, lunch hour, 5:00 pm) to reach a broader & more diverse audience.
- Platforms (in-person vs virtual)

Essential Elements: WIMS Structure

Identify Leader / Director

- Is there someone already engaged in supporting WIMS efforts?
- Does this person already have a leadership role, “seat at the table”, or other position of authority?
- Could this person have paid, dedicated time for WIMS’ efforts?
- Consider benefits to members and/or leadership committee
 - ✓ CV worthy titles for leaders
 - ✓ Encourage members to list these on their CVs



Identify Allies, Members, and Target Constituencies

- Who:
 - ✓ Women, men, and non-binary individuals
 - ✓ LGBT community
 - ✓ Staff, Learners
 - ✓ Advanced practice providers or other health professionals
- How many:
 - ✓ Is your WIMS a small, agile steering committee or an all-inclusive, anyone-can-join group such as an Employee Resource Group?
- Engaging the whole institution:
 - ✓ Is there an opportunity for non-committee members to participate in WIMS, and what does that look like?



WIMS Group Structure

- Leadership Group: Determine size, composition, and tenure of the leadership group.
 - ✓ Advisory group/board or steering committee
 - ✓ Election processes as needed
 - ✓ Paid leader (e.g. a paid dean with volunteer committee)
 - ✓ Be mindful of diversity including gender (invite men to participate on the steering committee) and intersectionality
 - ✓ Avoid a top-heavy organization and officer burnout – distribute workload by defining job responsibilities and tasks.
- Subcommittees
 - ✓ Organize around tasks (recognition, advocacy, program), or
 - ✓ Organize around topics (salary equity, lactation support, promotion)

Examples of WIMS Organizational Structures

- The University of Mississippi Medical Center (UMMC)
 - ✓ GWIMS chapter Executive Board Offices (all one-year terms)
 - ✓ President, President-Elect, Immediate Past-President, Secretary, Treasurer
 - ✓ Chairs for: Programming, Awards, Mentoring, Membership
 - ✓ Trainee representatives (2-3 per year)
 - ✓ At large membership is open to all faculty members, residents, students, post-doctoral fellows, and administrative personnel from all seven UMMC schools
- Medical University of South Carolina
 - ✓ Director (volunteer position): faculty member appointed by University Provost and College of Medicine Dean (no term limit)
 - ✓ Steering committee: faculty volunteers from different colleges; lead specific efforts/subcommittees of the program (no term limits)
 - ✓ Program coordinator (full-time position): provides administrative assistance for logistics in planning/advertising events, catering, data collection, etc.
- Medical College of Wisconsin (Council for Women's Advocacy)
 - ✓ Members chosen by application letters from men and women, staff and faculty
 - ✓ Students that are leaders of women's organizations are automatic members
 - ✓ Three-year terms for members, one-year terms as chair
 - ✓ Program coordinator (part time position) coordinates minutes, meetings, events

WIMS Group Nuts & Bolts

- Draft by-laws to include rules, membership, subcommittees, and objectives / goals.
- Consider drafting a mission statement.
- Establish routine:
 - ✓ Monthly meetings
 - ✓ Agendas & action-oriented minutes
 - ✓ Event calendars
- Consider a WIMS leadership retreat or strategic planning session to refine the goals and mission of the organization every 12-18 months.
- Publish annual reports to highlight programs, activities, members, and to recognize donors.

Getting Recognized



Going Social

- **Branding**
 - ✓ Seek info regarding rules from communications at your institution
 - ✓ Create visual identity (branding) with a WIMS logo/image for your institution
 - ✓ Develop insignias or art that fits the institution
- **Advertising**
 - ✓ Twitter
 - ✓ Instagram
 - ✓ LinkedIn
 - ✓ Facebook
- **Use AAMC or other relevant hashtags**
 - ✓ #AAMC
 - ✓ #GWIMS
 - ✓ #WomenInScience
 - ✓ #WomenInMedicine
 - ✓ #WomenInHealthcare



Recognize WIMS' Accomplishments

- Create an annual report or slide deck to share your accomplishments.
- Conduct surveys to evaluate efforts and identify additional / alternative challenges/needs
- Consider ways to share your advocacy efforts – your website or through other groups?
- Establish benchmarks for WIMS success by recording members' promotions and new leadership positions.

Recognize and Promote WIMS Members' Accomplishments

- Create scholarship from your WIMS' activities
 - ✓ Submit abstracts to the GWIMS section of the AAMC annual meeting)
- Identify and/or create mechanisms to highlight accomplishments of the WIMS program and individual women.
- Nominate women for internal & external awards.
 - ✓ GWIMS toolkits: Volume 1, Chapter 4: Crafting Successful Award Nominations
- Identify and support candidates to apply for and attend the AAMC Early and Mid-career Women Professional Development Seminars.

Author Brief Bio

Dr. Ellinas is a Professor of Anesthesiology, specializing in Obstetric Anesthesiology. She has held clinical roles as diverse as Director of OB Anesthesia and Program Director for the OB Anesthesia Fellowship.

As Associate Dean for Women's Leadership, Dr. Ellinas advances the MCW community as it becomes a destination of choice for women in academic medicine, and assists the recruitment, retention, advancement, and leadership achievements of women faculty.

Dr. Ellinas became interested in women and leadership as chair of the Women's Faculty Council in 2013. Seeing the need, Dr. Ellinas developed and initiated a plan for a women's leadership center at MCW in 2016 in conjunction with Dean Joseph Kerschner, and launched AWSM as its first director in 2018.

As Center Director, she leads AWSM in its efforts to create an environment that allows all genders to grow and thrive in the health sciences. AWSM is working to lead through crisis, focusing on caregiving through COVID and racial injustice.

Dr. Ellinas's research interests include determining faculty motivations and choice-making as regards promotion, retention, and leadership seeking in academic faculty, and the interplay between gender and journals and professional societies.



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- Professor of Anesthesiology
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- Director, Center for the Advancement of Women in Science and Medicine (AWSM)
- Medical College of Wisconsin
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Author Brief Bio

Tammy Nowling, Ph.D. is an Associate Professor in the Department of Medicine, Division of Rheumatology at the Medical University of South Carolina (MUSC) in Charleston, South Carolina. As a basic scientist, Dr. Nowling conducts basic and translational research projects in the field of autoimmunity with a focus on lupus nephritis.

In 2005, Dr. Nowling became actively involved in the Women Scholars Initiative (WSI), a program developed to support the careers of women faculty at MUSC that began in 2004. She served with WSI in different capacities over the years including serving as the Vice Chair. During her service on WSI, Dr. Nowling was instrumental in establishing an institution-wide Career Development Program (CDP). She co-directed the program for eight years helping grow it into an annual program to include all genders across all disciplines and colleges.

Dr. Nowling also served as a Co-Principal Investigator on an NSF ADVANCE grant awarded in 2013 that established the Center for Advancement, Recruitment, and Retention of Women Scientists (ARROWS) in the College of Medicine. The Center for ARROWS worked closely with WSI and merged to form ARROW when the NSF funding ended.

To further her passion in supporting women in science and medicine on a broader scale, Dr. Nowling was elected to the GWIMS Steering Committee in 2017 and elected to a second term in 2020. Her interests are focused on the promotion of women, including women basic scientists, into the upper ranks and leadership positions at academic medical institutions.

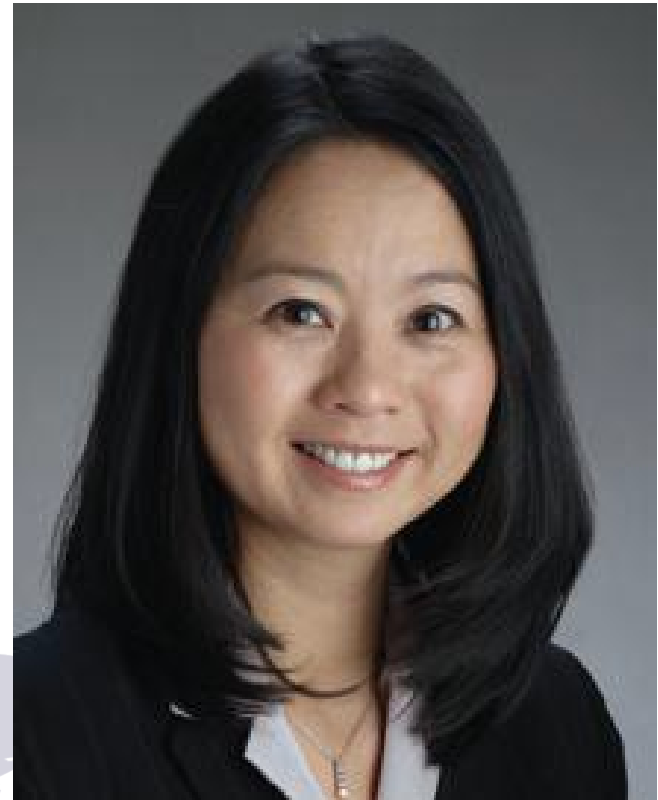


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- Associate Professor of Medicine/Rheumatology
- Medical University of South Carolina

Author's Brief Biography

Julie L. Wei, M.D., is a Pediatric Otolaryngologist, a Division Chief of Otolaryngology at the Nemours Children's Hospital, and a Professor of Otolaryngology-Head and Neck Surgery at University of Central Florida School of Medicine. Dr. Wei was on faculty at the University of Kansas School of Medicine and Children's Mercy Hospital in Kansas City from 2003 to June 2011. In 2009 she recognized that she was in high degree of burnout, and after attending the 2009 AAMC Mid-WIMS conference, she was committed to changing the culture on her medical campus. She served as the President of KU WIMS from April 2010 to June 2012, during which time shared her passion about mentoring of not only trainees, but the concept of "Co-mentoring" amongst faculty. She shares "Managing Career Burnout" to many audiences. Dr. Wei's energy are focused on patient/family/trainee education, mentoring, and clinical research and she is grateful for her husband and seven year old daughter Claire. She received her medical degree from New York Medical College followed by otolaryngology residency training at the Mayo Clinic, and fellowship training at Children's Memorial Hospital in Chicago.



Author's Brief Biography

Paige C. Geiger, Ph.D., is an Associate Professor in the Department of Molecular and Integrative Physiology at the University of Kansas Medical Center. She is a Diabetes researcher examining the impact of diet and exercise on the cellular mechanisms of insulin resistance. Dr. Geiger is the PI on an NIH-funded research grant titled "Targeting stress kinases in the treatment of muscle insulin resistance" from the National Institute of Aging. She is a regular member of the Integrative Physiology of Obesity and Diabetes NIH Study Section for 2013-2017. Dr. Geiger particularly enjoys mentoring graduate students in the laboratory, serves on the Graduate Student Advisory Council, and as faculty advisor for the campus wide student organization "Exercise is Medicine." She served as Secretary of WIMS at KUMC from 2010-2012 and as President from 2012-2013. Dr. Geiger earned a Ph.D. in Physiology from the Mayo Graduate School in 2001. She then trained as a National Science Foundation Postdoctoral Fellow at the University of Florence, Florence, Italy and at Washington University School of Medicine in St. Louis prior to joining the faculty at KUMC in 2005.





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