

Implementing an Intensive Career Development Program For Women Faculty

January 2023



GWIMS Toolkit

Models from:

The Medical University of South Carolina

MUSC Women Scholars Initiative (WSI) and College of Medicine Center for the Advancement, Recruitment & Retention of Women in Science (ARROWS), now merged to form the:

Advancement, Recruitment & Retention of Women (ARROW) Initiative



The University of Texas MD Anderson Cancer Center
Faculty Diversity, Equity & Inclusion
(formerly Women and Minority Faculty Inclusion)



History of Career Development Program (CDP) Toolkit

- Original toolkit published in 2016 contained:
 - FY14 data and information for **MUSC** and **MD Anderson** programs
 - 2013-2014 AAMC Faculty Roster data
 - **MUSC authors: Tammy Nowling, Ph.D., Erin McClure, Ph.D.**
 - **MD Anderson authors: Elizabeth Travis, Ph.D., Abby Mitchell, M.B.A., Mugé Simsek, M.B.A.**
- Updated 2022 toolkit contains:
 - **FY14 and FY22 MUSC and MD Anderson data and program information**
 - 2021 AAMC Faculty Roster data
 - **MUSC authors: Emily Johnson, Ph.D., Erin McClure, Ph.D., Tammy Nowling, Ph.D.**
 - **MD Anderson authors: Elizabeth Travis, Ph.D., Dany Roman, Ph.D.**

Authors of MUSC/MD Anderson Updated Information and Data

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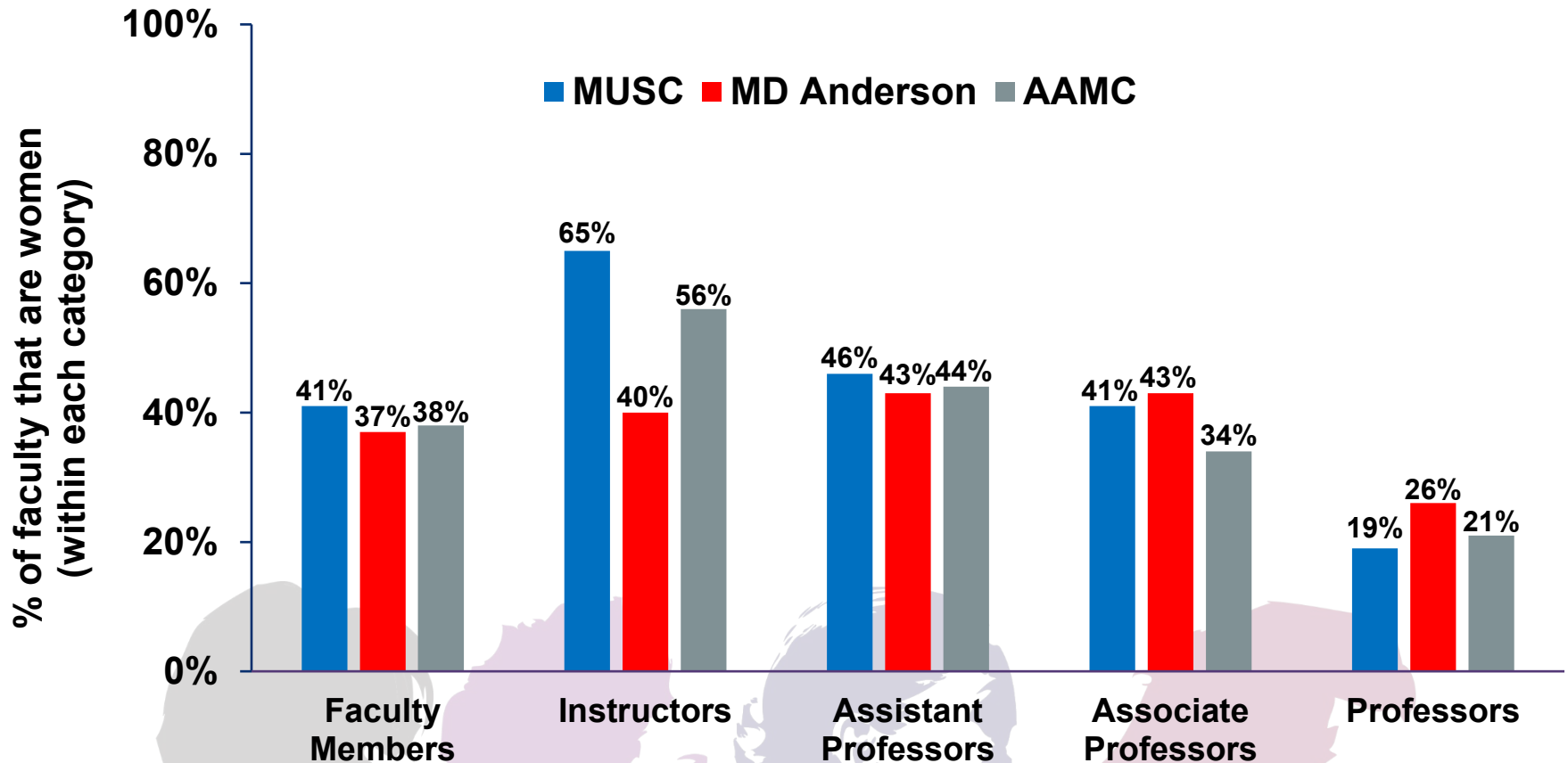
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FY14-A Snapshot: Status of Women Faculty MUSC, MD Anderson, AAMC

By Rank

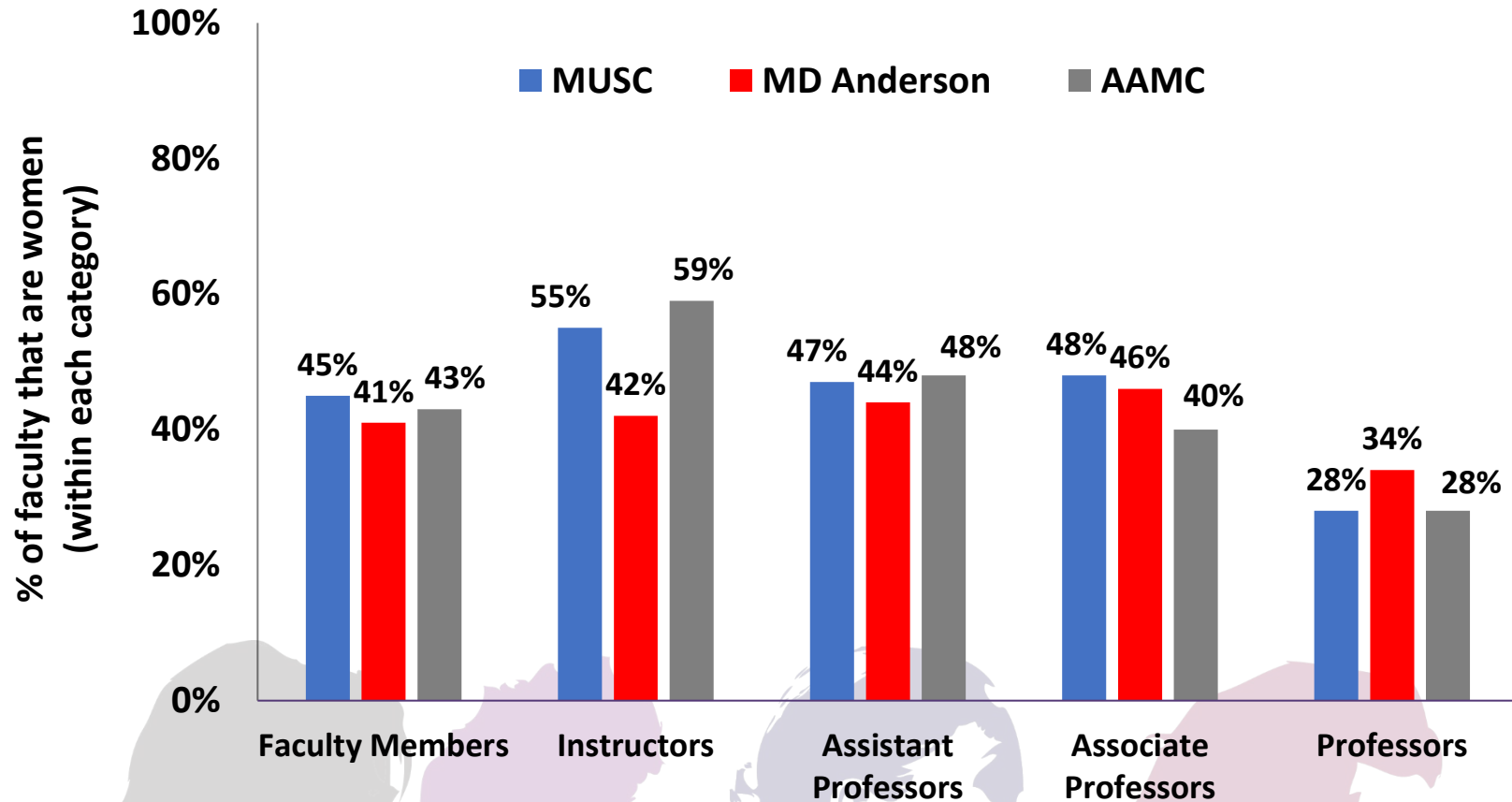


*MUSC & MD Anderson data are FY14, College of Medicine only
AAMC data are 2013-2014 Faculty Roster Data

FY22-A Snapshot: Status of Women Faculty

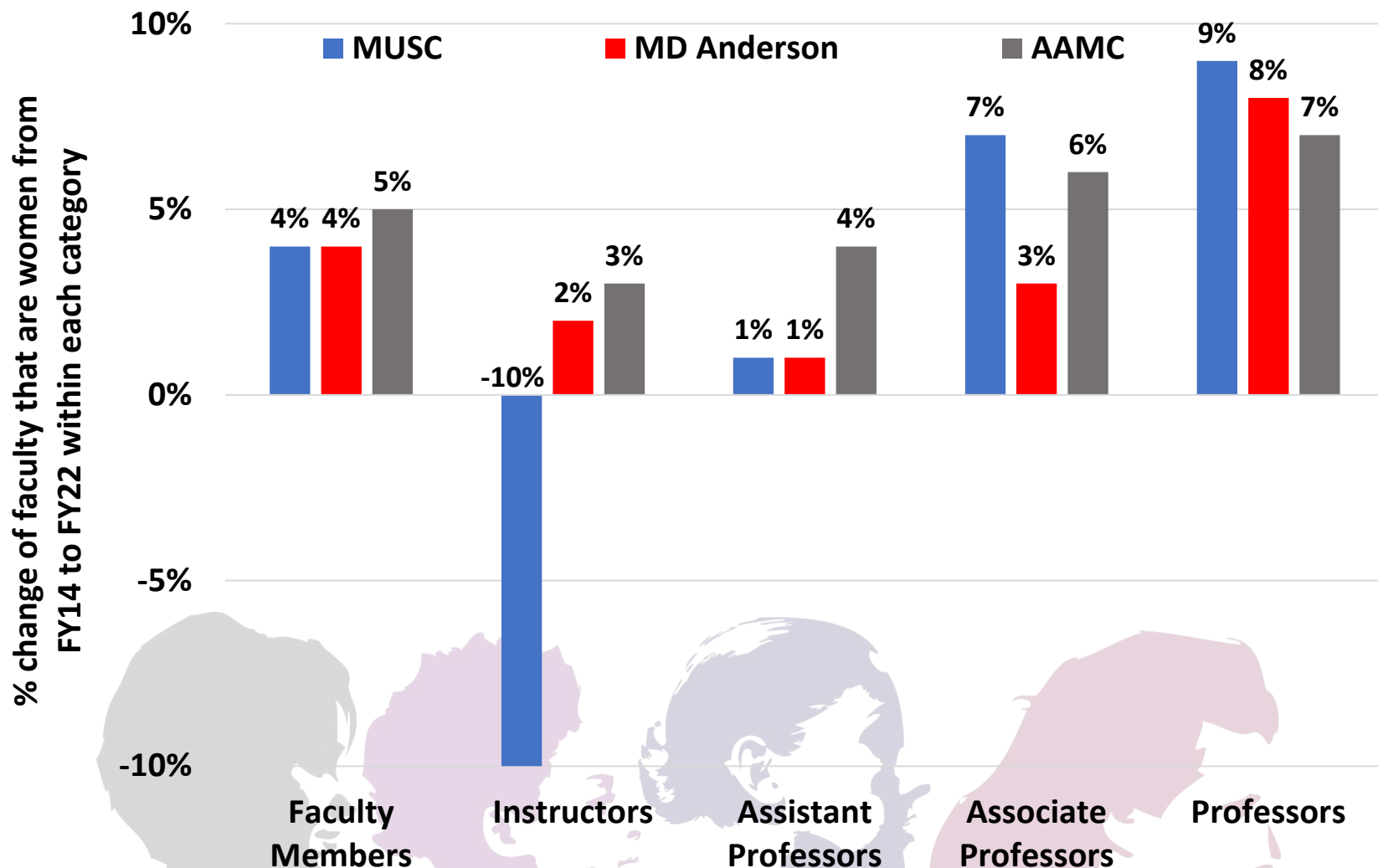
MUSC, MD Anderson, AAMC

By Rank



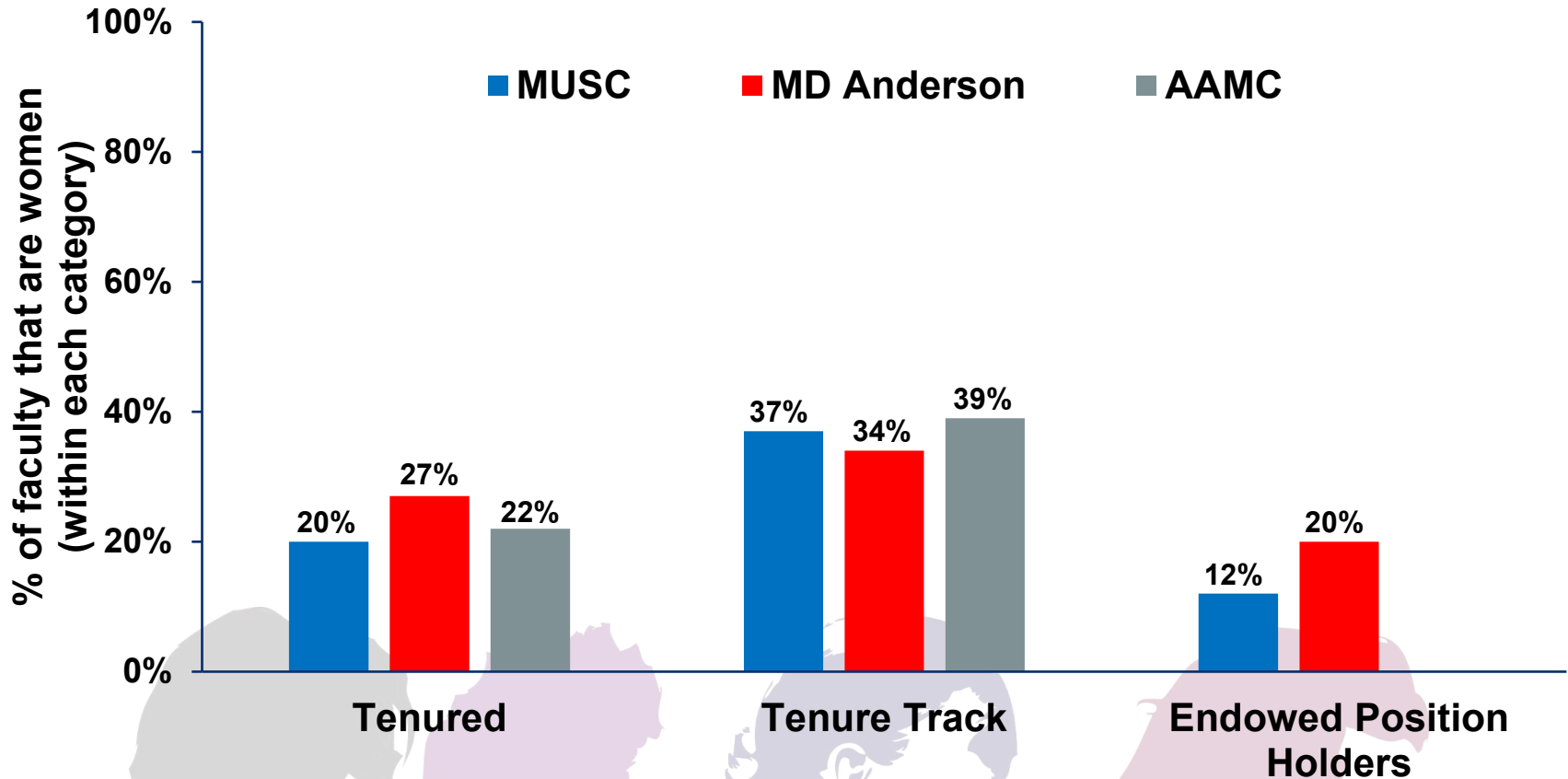
*MUSC and MD Anderson data are FY22, College of Medicine only
AAMC data are 2021 Faculty Roster Data

Increased Representation of Women in Upper Ranks at **MUSC**, **MD Anderson**, **AAMC** from FY14 to FY22



FY14-A Snapshot: Status of Women Faculty MUSC, MD Anderson, AAMC

By Track & Endowed Positions

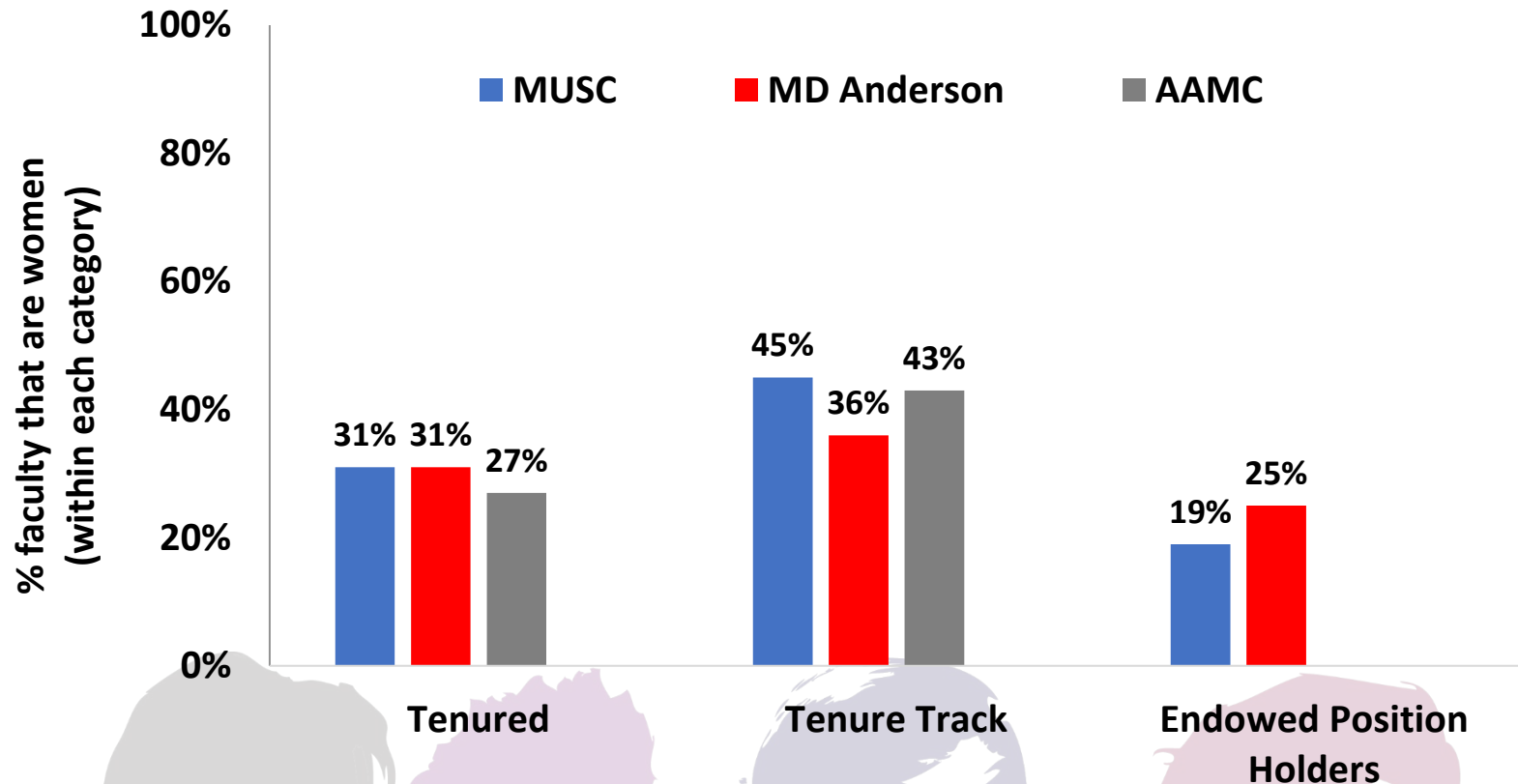


*MUSC & MD Anderson data are FY14, College of Medicine only

*AAMC data are 2013-2014 Faculty Roster Data based on institutions that offer tenure and with known tenure status

FY22-A Snapshot: Status of Women Faculty MUSC, MD Anderson, AAMC

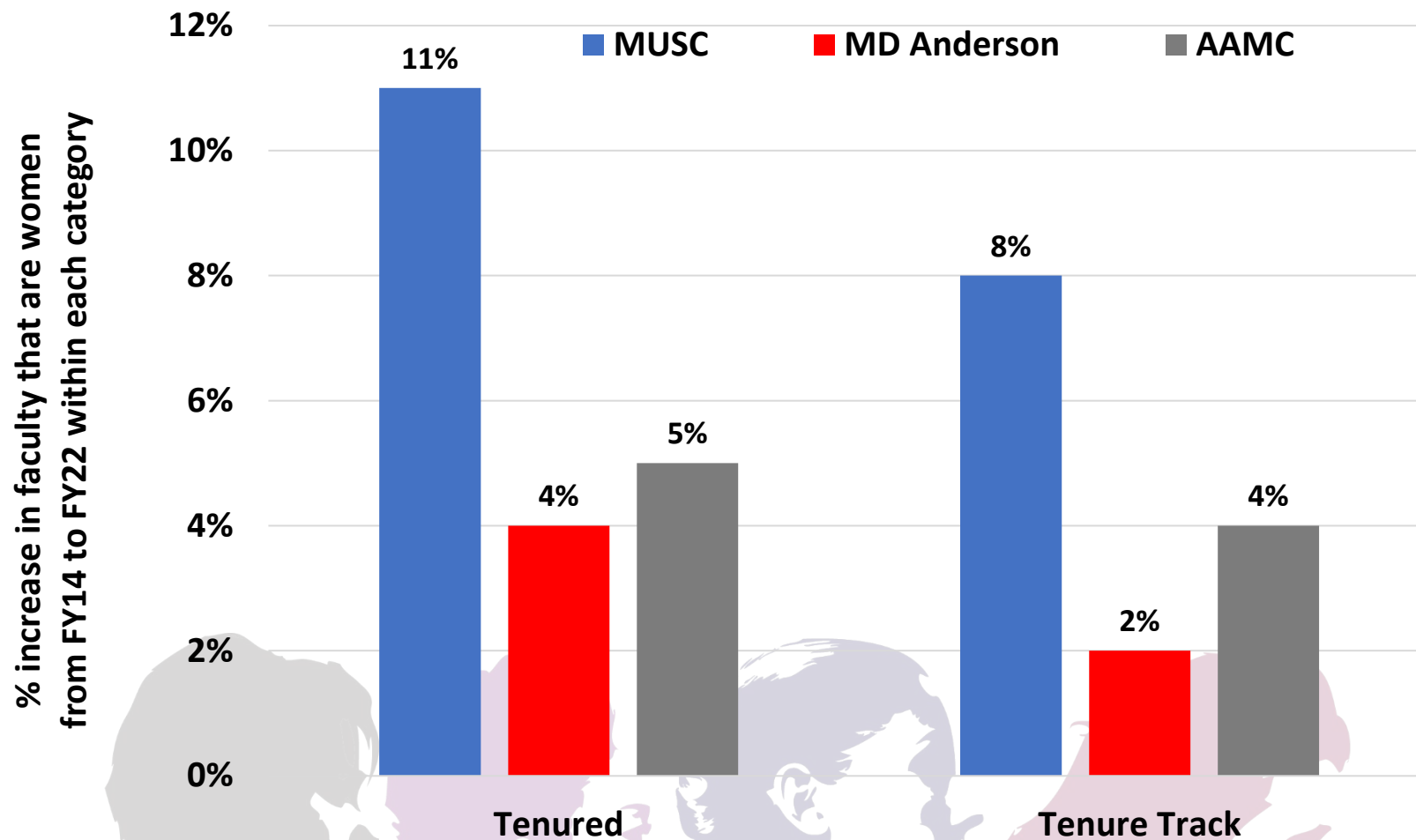
By Track & Endowed Positions



*MUSC and MD Anderson data are FY22, College of Medicine only

*AAMC data are 2021 Faculty Roster Data based on institutions that offer tenure and with known tenure status

Increased Representation of Women with Tenure and in Tenure Track Positions at **MUSC**, **MD Anderson**, **AAMC** from FY14 to FY22



Rationale

Although national career development programs are available to women in academic medicine, the costs and overall and/or per institution attendee caps limit the number of women at individual institutions receiving this valuable support each year.

Implementing a program at ***your institution*** allows more women to receive career development support at minimal cost per attendee and potentially with minimal disruption to their work and home responsibilities.

Goals

- To empower women to seek out promotion, tenure and leadership positions
- To increase the number of women who are in upper ranks, tenured and leadership positions
- To provide knowledge and skills needed for career advancement, time management, and self-care
- To leverage the resources of the institution by sharing learnings from AAMC and other career development programs
- To provide past attendees with opportunity to take a leadership role and hone their skills
- To foster inclusivity and collaborations amongst all men and women faculty

Description: Both programs were modeled after the AAMC Early/Mid-Career Women Faculty Development Seminar

MUSC

- Two-day program, every other year*
- Early and mid-career women faculty from all colleges (45-70 attendees)
- *Half-day program on promotion and tenure in intervening years

MD Anderson

- One-day program*
- Different programs for early and mid-career women faculty
 - Early (35-40 attendees)
 - Mid- (20 attendees)
- Keynote address open to entire MDACC community as kick-off
- *1.5-hour program on promotion every other year; one for each track

Planning

MUSC

MD Anderson

Committee

- Representatives from each of the colleges; chaired by women faculty member(s)
- Former attendees of AAMC programs

Staff Support and Coordination

- *Advancement Recruitment & Retention Of Women Initiative*
- *Faculty Diversity, Equity & Inclusion*

Planning Timeline

| Timeline | Tasks |
|-------------------|--|
| 9-12 months prior | Develop and obtain approval of budget |
| 7-8 months prior | Set dates and reserve rooms. Invite external speaker(s) |
| 7-8 months prior | Form planning committee and hold first committee meeting to discuss structure of program, topics, etc. |
| 6 months prior | Begin to identify internal/local speakers for potential topics. Submit CME application at month 6 (MDACC). |
| 5-6 months prior | Send announcement to college deans and department chairs about the program and nomination process. Send email to women faculty encouraging them to self-nominate to their department chair/dean. |
| 5 months prior | Finalize list of attendees; send email and survey to attendees to confirm attendance to entire program and ask attendees to select topics of interest. Send email to deans and chairs and ask them to confirm release of attendees from duties during the program. |
| 3-4 months prior | Modify and finalize agenda topics and speakers based on attendees' topic preferences. Order supplies, contact caterers. |
| 3 months prior | Request updated CVs and personal statements from participants for review by promotion session leaders. Submit CME application (MDACC) |
| 1-2 months prior | Assign attendees to break out sessions based on their preferences; designate table assignments for large group sessions. |
| 1 month prior | Provide CVs and personal statements to promotion session leaders; send reminders to speakers and request slides/handouts from speakers; send reminders to attendees |
| 1-2 weeks prior | Print name tags and individual agendas |
| 1 day after | Send follow-up satisfaction survey that includes suggestions for improving program |
| 1-2 months after | Planning committee debrief meeting; discuss survey results and potential changes for the next program |
| 1 year after | Send one-year follow-up survey to attendees to collect data on success in promotion and obtaining leadership positions |

Program Structure and Duration

MUSC

Day 1:

Large group panel discussion and breakfast (1.5 hrs)

Small group break-out sessions (1.5 hrs)

Large group discussion and lunch (1.5 hrs)

Small group break-out sessions (1.5 hrs)

Large group discussion (1.5 hrs)

Day 2:

Large group panel discussion and breakfast (1.5 hrs)

Small group break-out sessions (1.5 hrs)

Large group discussion and lunch (1.5 hrs)

Large group promotion discussion (1 hr)

Small group promotion sessions (1.5 hrs)

MD Anderson (2nd asst. prof. workshop)

Day 1:

Keynote open to institution followed by reception (1.5 hrs.)

Day 2:

Large group presentations and breakfast (two for 1.0 hr. each)

Large group presentation and exercise (.5 hr.)

Lunch and Learn breakouts (8 choices; attendees chose two for .45 hr. each)

Large group presentation and exercises (3 hrs.)

Program Content

Large Group Session Topics Offered

MUSC

Inspiring Women (panel)

The Art of Self-Promotion

Work-Life Mgmt (diverse panel-gender/race/personal situation)

Enhancing Your Visibility

Leadership

Wellness and Burnout

**Topics varied annually based on prior workshop feedback*

MD Anderson

Stories of Success from Women Leaders (panel)

The Art of Promoting Yourself...and Others

From the Male Perspective (panel)

Networking (2nd asst. workshop)

Optimizing Communication (2nd asst. workshop)

Finances at MD Anderson (assoc. prof.)

Program Content

Small Group Break-out Session Topics

MUSC

(10-12 attendees per group)

Negotiation

Leadership Skills

Time Management

Planning for Tenure

Conflict Management

Building a Mentoring Network

Establishing Collaborations

College Specific Promotion: Criteria, Q & A, One-on-One Feedback

*Topics vary annually based on prior workshop feedback

MD Anderson

(5-10 attendees per group)

Marketing Oneself

Negotiating

Networking and Communication

Work-Life Integration

Career Focus Roundtables (clinical and research)

How to Start Up a Lab

Personal Resilience

Taking Action on Translation

Melding Clinical Care & Research

Dealing with Writing Procrastination – Yours & Your Trainees'

Attendee Selection and Preparation

MUSC

Self-nominated to workshop planning committee, who make the final selection

Number of slots vary based on size of college

Attendees placed in small group break-out sessions based on topics of interest selected prior to program

Updated CVs and personal statements sent to leaders of promotion break-out sessions in advance

MD Anderson

Self-identified

Committee members reached out to individuals

Expected to prepare synopsis and goals statement in advance

Funding

MUSC

- Provided by College of Medicine Dean's Office; Provost Office; ARROWS
- No charge to MUSC faculty
- Costs of 2-day program (2020-22)
 - ❖ 2020; 79 attendees; \$5,600 or approximately \$71 pp, includes funding for 1 external speaker honorarium and related travel, printing, food and drinks
 - ❖ The 2021 and 2022 programs were fully virtual
 - ❖ 2021; 59 attendees; costs included Zoom subscription (\$163) and salary/fringe benefits for program coordinator for planning and implementing the program
 - ❖ 2022; 53 attendees; costs included Zoom subscription (\$163), salary/fringe benefits for program coordinator, external speaker honorarium (\$1000)

MD Anderson

- Provided by Women and Minority Faculty Inclusion now Faculty Diversity, Equity and Inclusion
- No charge
- Costs
 - ❖ 1st asst. prof. workshop: \$5,000 or \$142 pp
 - ❖ Assoc. prof. workshop: \$6,150 or \$307 pp
 - ❖ 2nd asst. prof. workshop: \$9,800 or \$245 pp, incl. 6,000\$ for external speaker
- Sister institutions
 - ❖ 5 slots held for Texas Medical Center colleagues (3 used); no charge

Other Considerations and Evaluation

- CME accreditation obtained at MDACC (requires a lot of effort)
- Evaluations
 - MDACC: surveys sent to attendees within one month to gauge program value and gather suggestions for improving the program
 - MUSC: pre-program survey and post-program survey sent to collect data on topics of interest, knowledge gained, program value and suggestions for improving the program

MUSC Program Virtual Transitions; 2021 and 2022

- Due to Covid-19 pandemic restrictions, MUSC successfully transitioned the 2021 and 2022 workshops to fully virtual formats
- Pros: less expensive for host site, logistically simpler for external speakers, ability to host more attendees
- Cons: less personal interaction amongst attendees and between attendees and speakers, less opportunity for networking, technological considerations, increased potential for divided attention or distraction from program

Half Day Promotion and Tenure Workshop (MUSC)

- Every other year, MUSC hosts a half day workshop focused solely on promotion and tenure
- This program is intended to assist faculty members who plan to apply for promotion/ tenure in the next 1-2 years
- The format of this workshop typically begins with two large group sessions
 - Panel session (Recently promoted faculty)
 - Presentation (MUSC available resources)
- This program concludes with small group college-specific mentoring break out sessions

Program Updates and Improvements: MUSC

- Program is now inclusive of all faculty; men included as attendees in 2018 to bring awareness of the hurdles women face and foster allyship in male colleagues
- Attendees now self-nominate to attend; previously nominations came from department chairs. To improve attendance from new faculty and faculty in large departments, self nominations implemented in 2018
- Transition to fully virtual formatting for two workshops (2021 and 2022) during Covid-19 pandemic

Lessons Learned: MUSC

- Separating by faculty rank and/or clinician vs scientists vs educators (primary role) can be beneficial for certain topics
- Clinicians have more difficulty giving up two days for attendance; one-day program may work better
- Provide examples of strong personal statements from successful promotion packets
- Include more time for informal networking
- Include more time for college-specific promotion break out sessions

Lessons Learned: **MD Anderson**

- Value of keynote open to entire community
- Incorporate
 - Men on large group panel discussions
 - Finance as a topic
 - External content expert(s) if not available in-house and resources allow
- Future workshops will include both assistant and associate professors to increase number of attendees, lower per person cost and facilitate networking across ranks

Conclusions and Summary

- MUSC is maintaining rates comparable to national AAMC statistics for women in faculty positions and tenure status
 - In some categories MUSC achieved larger increases in the percentage of women from FY2014 to FY2021 (associate professors, professors, tenured, and tenure track; see figures on previous slides)
- Although MUSC has demonstrated increases in promotion and tenure rates among women, we need to remain vigilant and increase representation of women at the Full Professor level, among those who are tenured, and within leadership positions to reach parity/equity
- To improve programming and representation beyond gender, we need to focus efforts also on women of color and underrepresented minorities in academic medicine in to address specific issues, barriers, and resources

Conclusions and Summary (continued)

- The Career Development Program, implemented in 2013, is highly regarded by attendees and administration across campus and offers value and benefits to all faculty
- One of the key goals of this program is to better inform and prepare MUSC women faculty for promotion, tenure, leadership, and advancement

Resources

MUSC

ARROW Career Development Program

Advancement, Recruitment and Retention of Women Initiative

Tamara K Nowling, Erin McClure, Annie Simpson, Ashli J Sheidow, Darlene Shaw, Carol Feghali-Bostwick. A Focused Career Development Program for Women Faculty at an Academic Medical Center. J Womens Health, 2018, 27:1474-1481.

MD Anderson

Faculty Diversity, Equity & Inclusion

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- Darlene Shaw, Ph.D.
Associate Provost for Education and Student Life
Former Chair, Women Scholars Initiative
- Rachel Simmons
Program Coordinator, Center for ARROWS
- Ashli Sheidow, Ph.D.
Professor of Psychiatry
Former Vice-Chair, Women Scholars Initiative
- Deborah DeWaay, M.D.
Associate Professor of Medicine
Former Co-Chair of the CDP
- Samar Hammad, Ph.D.
Associate Professor of Regenerative Medicine
Former Chair of the Workshop Committee, Women Scholars Initiative



Tomorrow's Doctors, Tomorrow's Cures

Learn

Serve

Lead

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American Medical Colleges