



WOMEN FACULTY PROGRAMS
ANNUAL REPORT
2007 ACADEMIC YEAR

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SUMMARY

Charged with promoting the engagement and advancement of women faculty at the institution, the office of Women Faculty Programs (WFP) at M. D. Anderson Cancer Center (MDACC), formed in November of 2006, opened its offices in February, 2007 with the Associate Vice President (AVP) and an executive assistant. In May, 2007 a project director from Faculty Development began developing the website and assisting in the development of other programs and metrics analyses.

Our measures of progress are the (1) equitable allocation of resources, (2) the presence of a robust mentoring program and the number of women faculty who are among the new faculty recruits, receive promotions in all ranks, are in leadership positions, and receive national prominence. With our goals, strategies and these measures in mind, WFP has sponsored several events to inform the advocacy projects of the office (i.e., Conversations with the AVP for WFP), highlight the accomplishments of women faculty at the institution, increase women faculty visibility and increase the number of women faculty in positions of leadership. The AVP for WFP nominated Ellen Gritz, Ph.D. for the L'Oreal-UNESCO 2008 Women in Science Award and this year's recipient of the Society for Executive Leadership in Academic Medicine (SELAM) Award for Excellence, Margaret Kripke, Ph.D. Dr. Kripke will receive this award at a reception in her honor November 3, 2007 in Washington DC.

To spotlight women who have contributed to the advancement of women in science and medicine, the office initiated the "Women Leading the Way Lecture Series" and the "Women Leading the Way" website honor which features a member of the women faculty who made notable contributions to science and medicine at the institution, nationally, and/or internationally.

The Advisory Committee, a collaborative network of institutional leaders, was developed and relationships with other institutional stakeholders are being nurtured through regular meetings. We continue to request and receive faculty data from Faculty Academic Affairs to analyze institutional gender parity and female faculty recruitment, promotion and retention. This annual report addresses the extent to which the following 2006-2007 Goals were achieved using the identified strategies and describes other activities and programs of WFP.

2006-2007 Goals

1. Develop strategies for office
2. Establish a highly collaborative framework with institutional stakeholders
3. Finalize Bickel Report
4. Integrate into search process
5. Create mentoring program (in collaboration with Faculty Development and Office of Institutional Diversity)
6. Collect gender demographic data and provide periodic program reports

Vision Statement

We shall be the #1 destination for women physicians and scientists in cancer treatment and research and support M.D. Anderson Cancer Center's goal to remain the #1 hospital in the nation for cancer care.

Mission Statement

To establish M.D. Anderson Cancer Center as a model institution for effective recruitment, advancement and retention of women faculty supporting MDACC's goal to remain one of the top destinations for best-in-class faculty

GOAL 1: DEVELOP STRATEGIES FOR OFFICE

Consistent with our 2006-2007 goals, the following are the strategies we will continue to use to promote institutional inclusion, recruitment, retention and promotion of women faculty.

Strategies

1. Create a fact based institutional view (with metrics) of the status of women faculty at MDACC
2. Extend the current organizational framework to encompass gender and related organizational change issues and imperatives
3. Among institutional leaders, fully develop a set of instrumental competencies for
 - a. Negotiating and navigating essential relationships and politics related to balanced gender participation
 - b. Chair/Division head focused skills directed to the recruitment, advancement, and retention of women faculty
4. Establish a combination of programs and initiatives supporting mentoring for women with related recognition/awards for individuals contributing to the advancement and contributions of women
5. Establish a highly collaborative network with WFP Advisory Committee, Faculty Academic Affairs, Department Heads/Division Chiefs, Office of Institutional Diversity, Human Resources, Faculty Development, Faculty Health Programs, Ombuds Office and Faculty Senate.

GOAL 2: ESTABLISH A HIGHLY COLLABORATIVE FRAMEWORK WITH INSTITUTIONAL STAKEHOLDERS

An advisory committee was created to inform the activities of WFP. Slated to meet every six months, the WFP Advisory Committee held its first meeting April 2, 2007 (Appendix A) to discuss MDACC faculty data, a strategic plan, and the roles and expectations of the advisory team members and AVP of WFP.

Advisory Committee Members

Elizabeth Travis, Ph.D.
Chair and associate vice president of Women Faculty Programs

Donald Berry, Ph.D.
Division head and professor of Quantitative Sciences

James Cox, M.D.
Division head and professor of Radiation Oncology

Ellen R. Gritz, Ph.D.
Chair and professor of Behavioral Science

Mien-Chie Hung, Ph.D.
Chair and professor of Molecular & Cellular Oncology

Eugenie S. Kleinerman, M.D.
Division head and professor of Pediatrics – Patient Care

Margaret Kripke, Ph.D.
Special assistant to the provost

Guillermina Lozano, Ph.D.
Chair and professor of Cancer Genetics

Raphael E. Pollock, M.D., Ph.D.
Division head and professor of Surgical Oncology

Vivian H. Porche, M.D.
Professor of Anesthesiology

Alma Rodriguez, M.D.

Vice president for Medical Affairs and professor of Lymphoma

Advisory Committee Ex- Officio Members

Janis Apted, M.L.S.
Executive director of Faculty Development

Harry R. Gibbs, M.D.
Vice president of Institutional Diversity

Thelma Jean Goodrich, Ph.D.
Associate professor of Behavioral Science and director of Faculty Health Program

Kathryn Husband, M.S.
Director, Research Administration & Operations

Danna Kurtin, Ph.D., M.P.H.
Associate vice president of Faculty Academic Affairs

Anu Rao, Ph.D.
Director of the M. D. Anderson Ombuds Program

Judith Wolf, M.D.
Associate professor of Gynecologic Oncology
Faculty Senate representative

Outcomes of First Advisory Committee meeting

Data will be analyzed to establish the following:

1. Is retention of women faculty on tenure track a problem?
2. Promotion of men vs. women from NTCA/NTRA to tenure track.
3. Are we hiring the right people? For the right job?
4. Are women in clinical departments hired to do the work (NTCA) and the men to be tenured faculty?
5. Are we supporting women?

Actions and issues related to the strategic plan

1. Establish small focus groups with senior women faculty to explore whether women in senior positions advocate for and promote women faculty.
2. Partner with department chairs and division heads to assist them in recruiting and promoting women faculty. Target department heads based on analysis of gender demographic data.
3. Change the evaluation paradigm to that for men, where productivity is most critical and not interpersonal skills which seem to weigh more heavily for women than for men.
4. Ensure that at least those women tenure track faculty are promoted as the percentage of women on the tenure track is not sufficient to significantly effect change at the tenure professor level in the next seven years.
5. Accelerate change by prioritizing recruitment of women to senior faculty rank (i.e., Associate Professor and Professor.)
6. Promotion within the NTCA/NTRA tracks is not dependent on available slots and is handled at the department level. Thus, department chairs are accountable for these promotions.

Recommendations:

1. Focus on hiring intentions at the beginning of the clinical pipeline.
2. Facilitate presentations to senior level committees such as the Research Council, Management Committee, Executive of Science Faculty, Executive Committee of the Faculty Senate, to raise awareness of gender issues.

Actions to be taken:

1. Analysis of women faculty termination data
2. Obtain faculty data from other cancer centers
3. Discuss tenure track data with Bill Klein, Chair, Biochemistry & Molecular Biology
4. Continue data analysis with Marci Johnson, Associate VP, Quantitative Sciences
5. Develop Strategic Plan

Strategy #5

Establish a highly collaborative network with WFP Advisory Committee, Faculty Academic Affairs, Department Chairs/Division Heads, Office of Institutional Diversity, Human Resources, Faculty Development, Faculty Health Programs and Ombuds Office

The AVP initiated one-on-one meetings to discuss initiatives to support women faculty with institutional leaders (see Table 1).

Table 1. Meetings with Division Heads, Department Chairs and Others Discussion: Initiatives to Support Women Faculty			
Date	Name	Title	Department
03/08/08	Dr. Margaret Spitz	Chair	Epidemiology
04/02/07	WFP Advisory Committee		Women Faculty Programs
04/04/07	Dr. Thomas Burke	EVP & Physician-In-Chief	Office of the EVP, Physician-In-Chief
04/04/07	ECFS		Faculty Senate
04/09/07	Dr. James Cox	Division Head, Professor	Radiation Oncology
04/09/07	Dr. Gordon Mills	Chair, Professor	Systems Biology
04/10/07	Division of Cancer Prevention & Population Sciences		Division of Cancer Prevention & Population Sciences
04/12/07	Dr. Ellen Gritz	Chair, Professor	Behavioral Sciences
04/23/07	Dr. Thomas Buchholz	Chair, Professor	Radiation Oncology
04/24/07	Dr. Mien-Chie Hung	Chair, Professor	Molecular & Cellular Oncology
05/10/07	Dr. Thomas Burke	EVP & Physician-In-Chief	Office of the EVP, Physician-In-Chief
05/07/07	Dr. Bill Klein	Chair	Biochemistry & Molecular Biology
05/11/07	Executive Council Meeting		Division of Cancer Medicine
05/11/07	Faculty Meeting		Department of Radiation Oncology
05/14/07	Dr. Raphael Pollock	Division Head	Surgical Oncology
05/18/07	Dr. Eugenie Kleinerman	Division Head	Pediatrics - Patient Care
05/18/07	Leadership Council		Radiation Oncology
05/24/07	Dr. Alma Rodriguez	VP, Medical Affairs	Office of the EVP, Physician-In-Chief
05/24/07	Dr. Radhe Mohan	Chair	Radiation Physics – Radiation Oncology
06/04/07	Dr. Radhe Mohan	Chair	Radiation Physics – Radiation Oncology
06/06/07	Ombuds Office Staff Meeting		Ombuds Office
06/19/07	Faculty Senate		Faculty Senate
08/08/07	Dr. Radhe Mohan & Dr. Xiaochun Wang	Chair	Radiation Physics – Radiation Oncology
08/24/07	Dr. Garth Powis	Chair	Experimental Therapeutics Faculty meeting
08/28/07	Dr. Gordon Mills/Post Doc Student Trainee Presentation	Chair	Systems Biology
08/28/07	Dr. Scott Lippman	Chair	Thoracic/Head & Neck Med Oncology
09/06/07	Dr. Radhe Mohan & Dr. Catherine Wang	Chair	Radiation Physics – Radiation Oncology
09/20/07	Junior Faculty Development Program		Faculty Development
10/02/07	Dr. Radhe Mohan & Dr. Tina Briere	Chair	Radiation Physics – Radiation Oncology
10/18/07	THMMO Faculty Meeting		Thoracic/Head & Neck Med Oncology

GOAL 3: FINALIZE BICKEL REPORT (Appendix B)

The Bickel Report titled, "Opportunities for Action: Increasing the number of women faculty in senior positions at M. D. Anderson", summarized qualitative data examining the experiences of randomly selected male and female faculty at MDACC. "The central finding is that, even though most women bring equivalent credentials and goals to their faculty positions, women are less likely to be effectively mentored or to be seen as having leadership potential." The strategies identified to facilitate the career development of women faculty are:

1. Updating approaches to mentoring
2. Adapting traditional academic structures to accommodate contemporary interests
3. Holding chairs accountable for mentoring across differences
4. Supporting chairs to become more effective facilitators of their faculty through educational sessions and access to coaches

Strategy #1

Create a fact based institutional view (with metrics) of the status of women faculty at MDACC

GOAL 4: INTEGRATE INTO SEARCH PROCESS

To ensure women are considered for leadership positions, WFP initiated a change in the policy for leadership recruitment so that at least one woman and/or minority candidate is included on the three unranked candidates sent to the Provost and President. Failure to do so will be questioned. Further, the AVP of WFP serves on all search committees for the position of department chair or higher. In the 2007 academic year she participated in the following five (5) search committees:

1. Chair, Cancer Prevention (included two women on the unranked list)
2. Chair, Cancer Biology (included two women on the unranked list)
3. Vice Presidents for Global Oncology
4. Chair, Laboratory Medicine
5. Chair, Gastrointestinal Medical Oncology

At the invitation of department chairs or division heads, the AVP of WFP also met with female recruits to faculty in the following departments or divisions:

1. Department of Gastrointestinal Medical Oncology (Michael Fisch, M. D.),
2. Department of Endocrine Neoplasia and Hormonal Disorders (Steven Sherman, M.D.)
3. Division of Pediatrics (Eugenie Kleinerman, M. D.).

Strategy #2

Extend the current organizational framework to encompass gender and related organizational change issues and imperatives.

Strategy #3

Among institutional leaders, fully develop a set of instrumental competencies for (a) negotiating and navigating essential relationships and politics related to balanced gender participation and (b) Chair/Division head focused skills directed to the recruitment, advancement, and retention of women faculty.

GOAL 5: CREATE MENTORING PROGRAM (IN COLLABORATION WITH FACULTY DEVELOPMENT AND OFFICE OF INSTITUTIONAL DIVERSITY)

The Office of Women Faculty Programs, staffed in February of 2007 with the AVP and an executive assistant and with the assistance of an ad interim project director, began planning programs for the 2007 academic year in the spring of 2007. Open forums, seminars and interactive workshops were developed to promote discussions of gender-specific issues such as work-life balance, negotiation skills and mentoring and to inform institutional leadership of opportunities to engage and advance MDACC women faculty. The initial focus on tenure track women has been expanded to include NTCA (non-tenured track clinical appointment) and NTRA (non-tenured track research appointments) faculty. We are also considering including clinical residents and fellows, senior post-docs and senior graduate students in select programs during the next academic year.

In July, Women Faculty Programs welcomed career coach, **Janet Bickel** (Appendix C). **Conversations with the AVP for Women Faculty Programs**, informal mentoring activities suggested by the Advisory Committee, introduces women faculty to the office of WFP and spotlights practical and personally-relevant institutional concerns of invited faculty. In this way, faculty provide and gain insight into the M. D. Anderson culture and professional development in a more intimate setting. There have been three luncheons titled “Conversations with AVP of Women Faculty Programs”, with a combined total of 13 faculty in attendance.

“A Day with Nancy Hopkins”, Amgen professor of biology at Massachusetts Institute of Technology and National Academy of Sciences (NAS) member was held September 2007. Additionally, WFP collaborated with the department of Faculty Development to include a gender component in the Junior Faculty Development Program which launched in the 2008 academic year and an FLA Graduates Seminar in May 2008 on gender equity presented by Clyde Evans, Ph.D., president of CE Consulting and former director of the Office of Academic Careers at Harvard University. Partnering with other departments and institutions to invite distinguished women scientists with particular interest in National Academy of Sciences (NAS) members, WFP will host Elaine Fuchs, Ph.D., NAS member, in collaboration with the Department of Biochemistry and Molecular Biology. WFP will host speakers such as Virginia Valian, Ph.D. (with Rice University) who are recognized thought leaders on gender and cultural issues in academic medicine.

GOAL 6: COLLECT DATA AND PROVIDE PERIODIC PROGRAM REPORTS

Women faculty comprise 33% of M. D. Anderson faculty with most being assistant professors (42%) while the largest percentage of men are professors (35%) (Figure 1). Similarly, most men faculty (54%) are either tenured or tenure track while most women faculty are NTCA or NTRA (64%) (Figure 2). Further, the percentage of women faculty within each rank and tenure status category decreases as the rank or tenure status increases (Tables 2 and 3, Charts 1 and 2).

Of faculty hired during 2007 academic year (n=121), 37% were women, 47% were assistant professors, and 78% were non-tenure track. Of the women (n=45), 84% (n=38) were hired as either assistant professors or instructors. Two percent (n=1) were tenured and 7% (n=3) were hired on the tenure track. Of the men (n=76), 79% (n= 60) were hired as either assistant professors or instructors with four percent (n=3) hired as tenured faculty and 16% (n=12) hired on the tenure track.

Strategy #1

Create a fact based institutional view (with metrics) of the status of women faculty at MDACC

Figure 1.

M. D. Anderson Faculty by Rank 2008 Academic Year

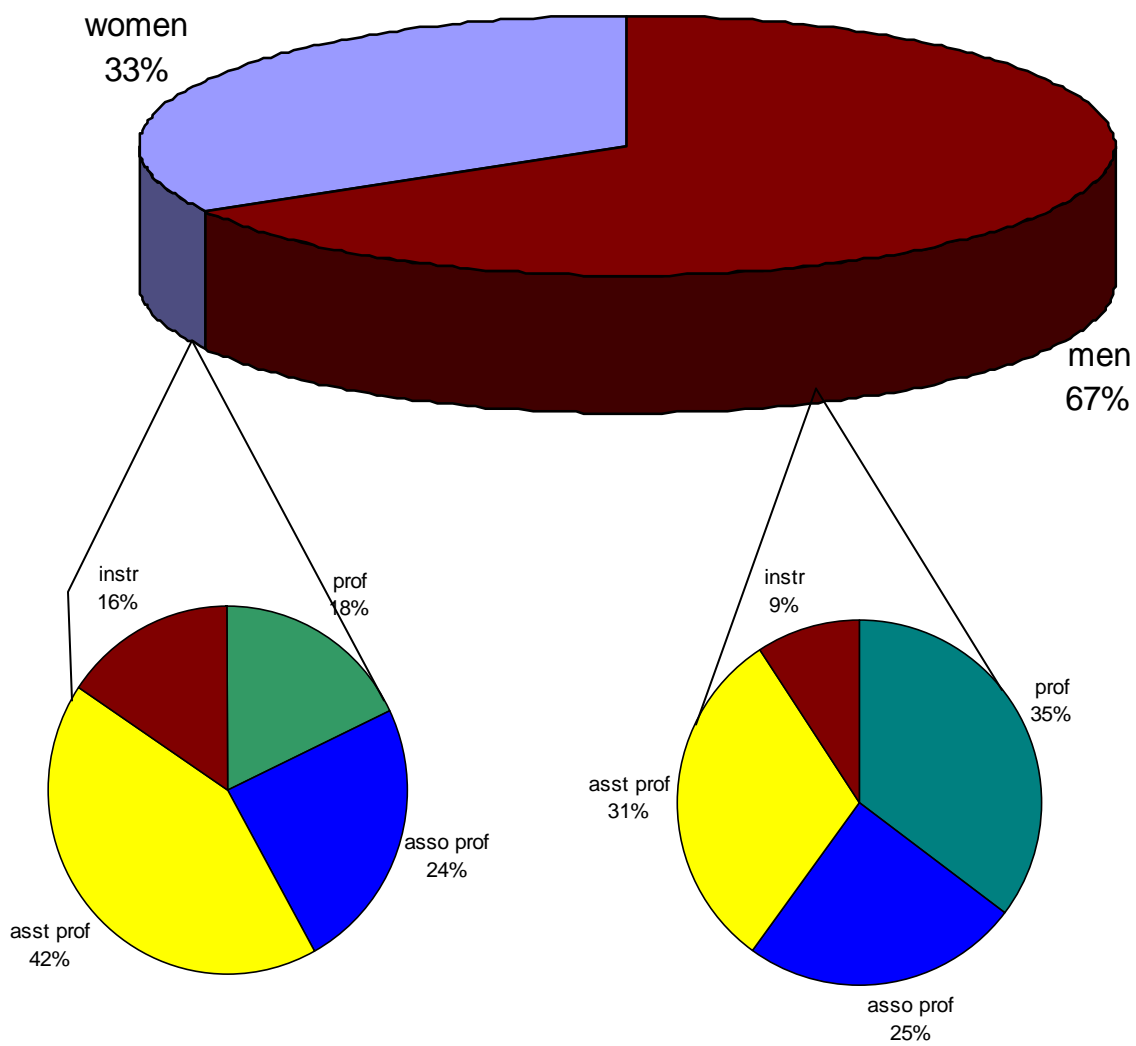


Figure 2.

M. D. Anderson Faculty by Tenure Status 2008 Academic Year

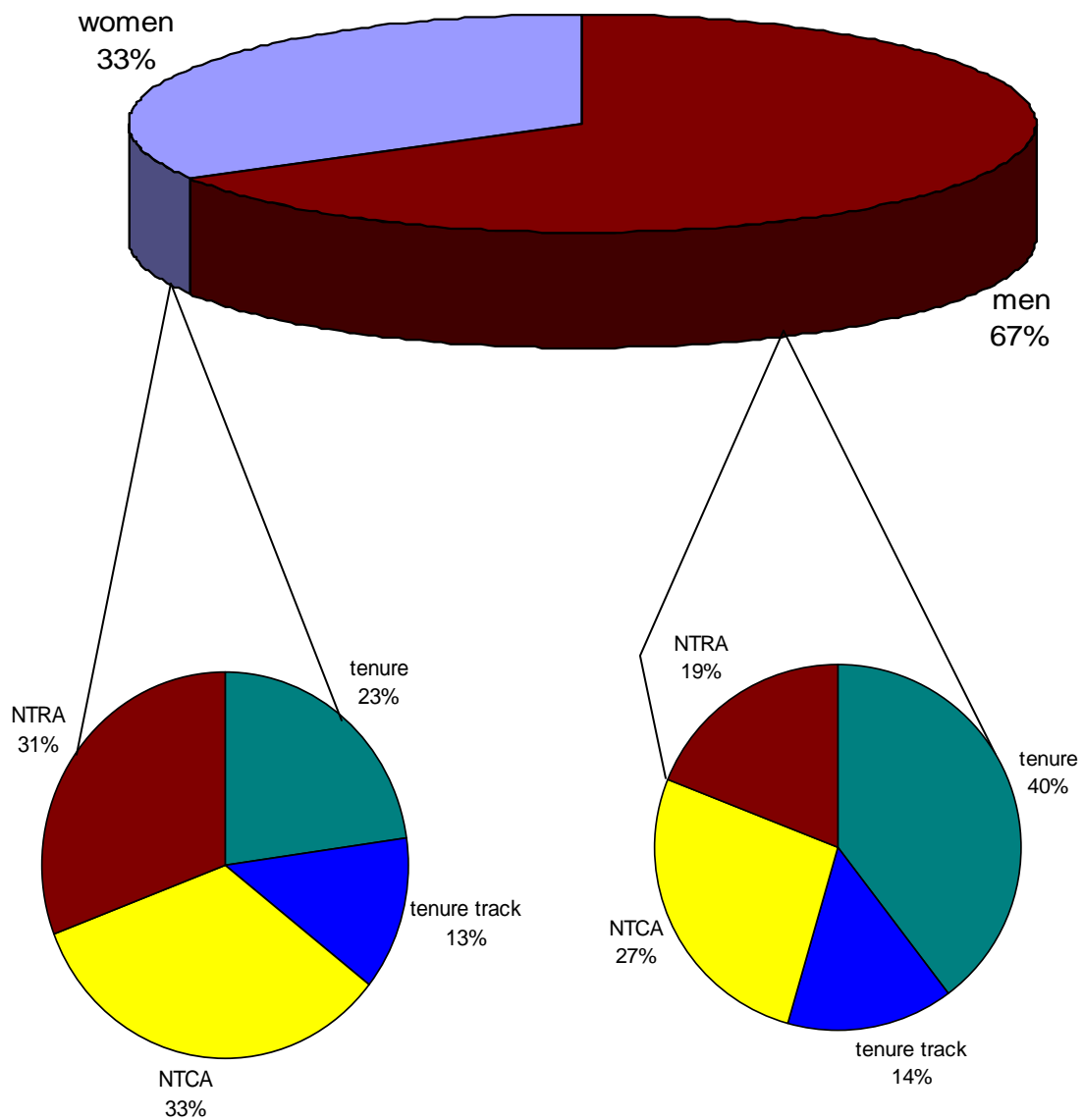


Table 2

FY07 MDACC Faculty by Tenure, Rank & Gender

Tenure	Rank	Gender		Total
		F	M	
Tenure	Professor	55	238	422
	Associate Professor	37	92	
	Total	92	330	
Tenure Track	Professor	1	6	208
	Associate Professor	7	24	
	Assistant Professor	53	117	
	Total	61	147	
NTCA	Professor	15	30	351
	Associate Professor	30	72	
	Assistant Professor	83	98	
	Instructor	8	15	
	Total	136	215	
NTRA	Professor	2	6	286
	Associate Professor	18	24	
	Assistant Professor	49	63	
	Instructor	54	70	
	Total	123	163	
Grand Total		412	855	32.5%

Chart 1

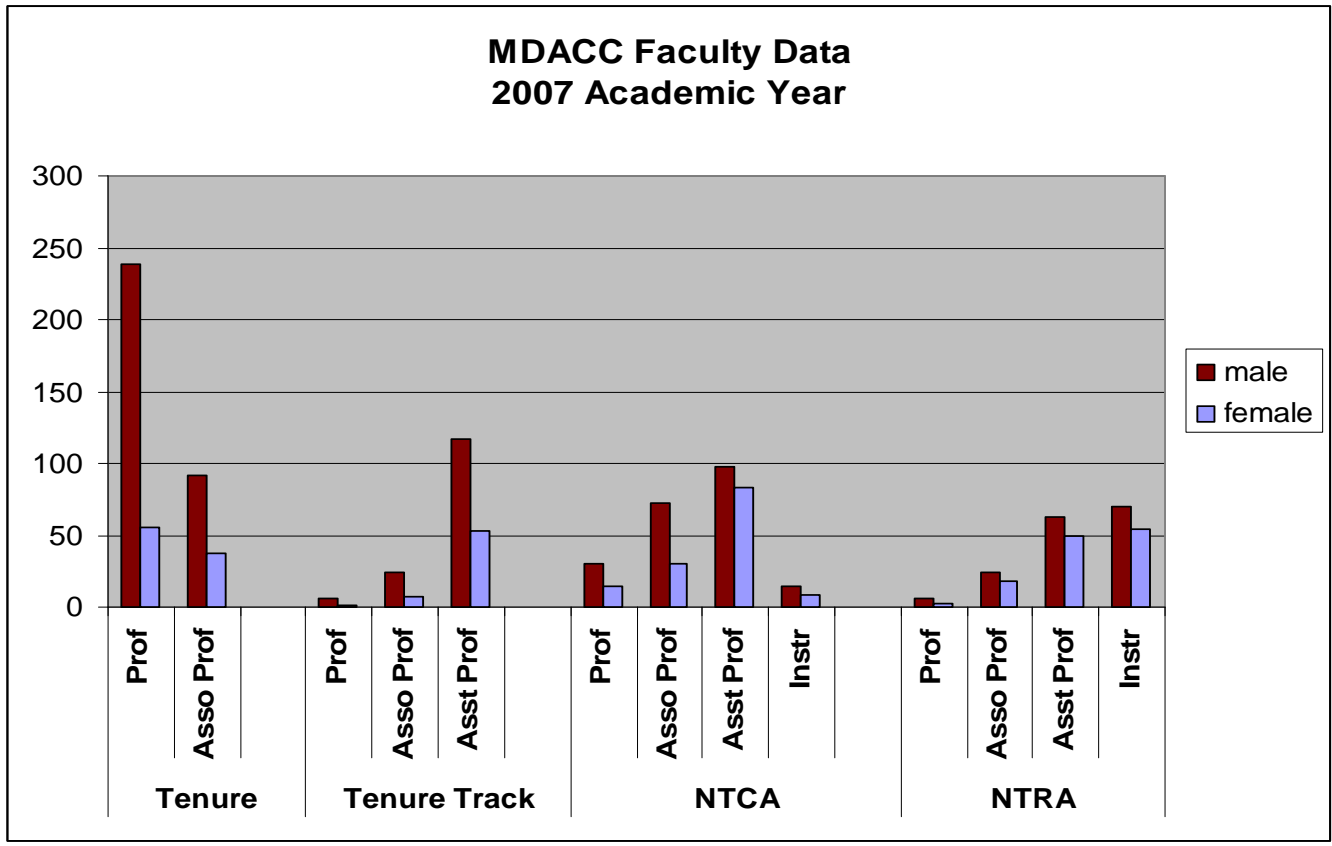
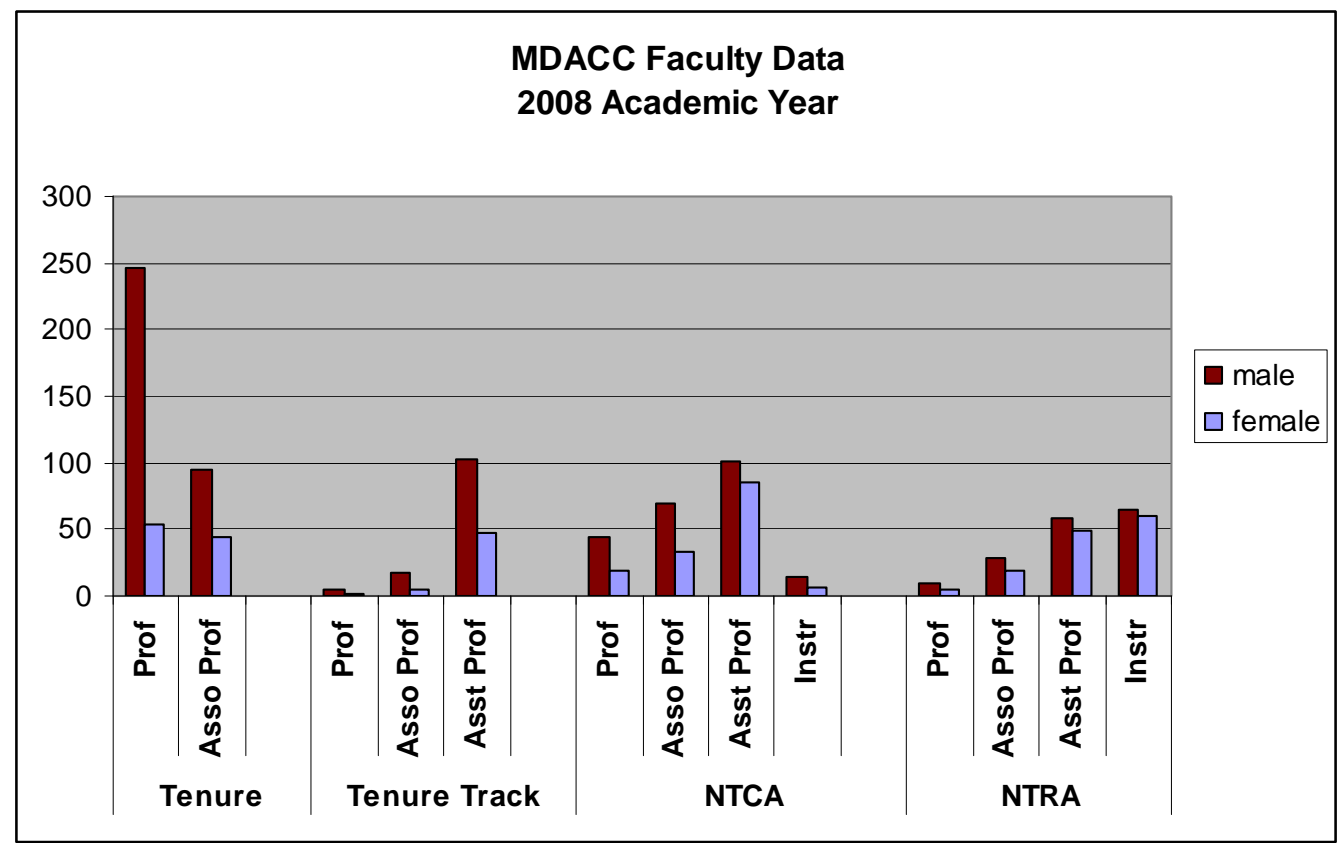


Table 3

FY08 MDACC Faculty by Tenure, Rank & Gender

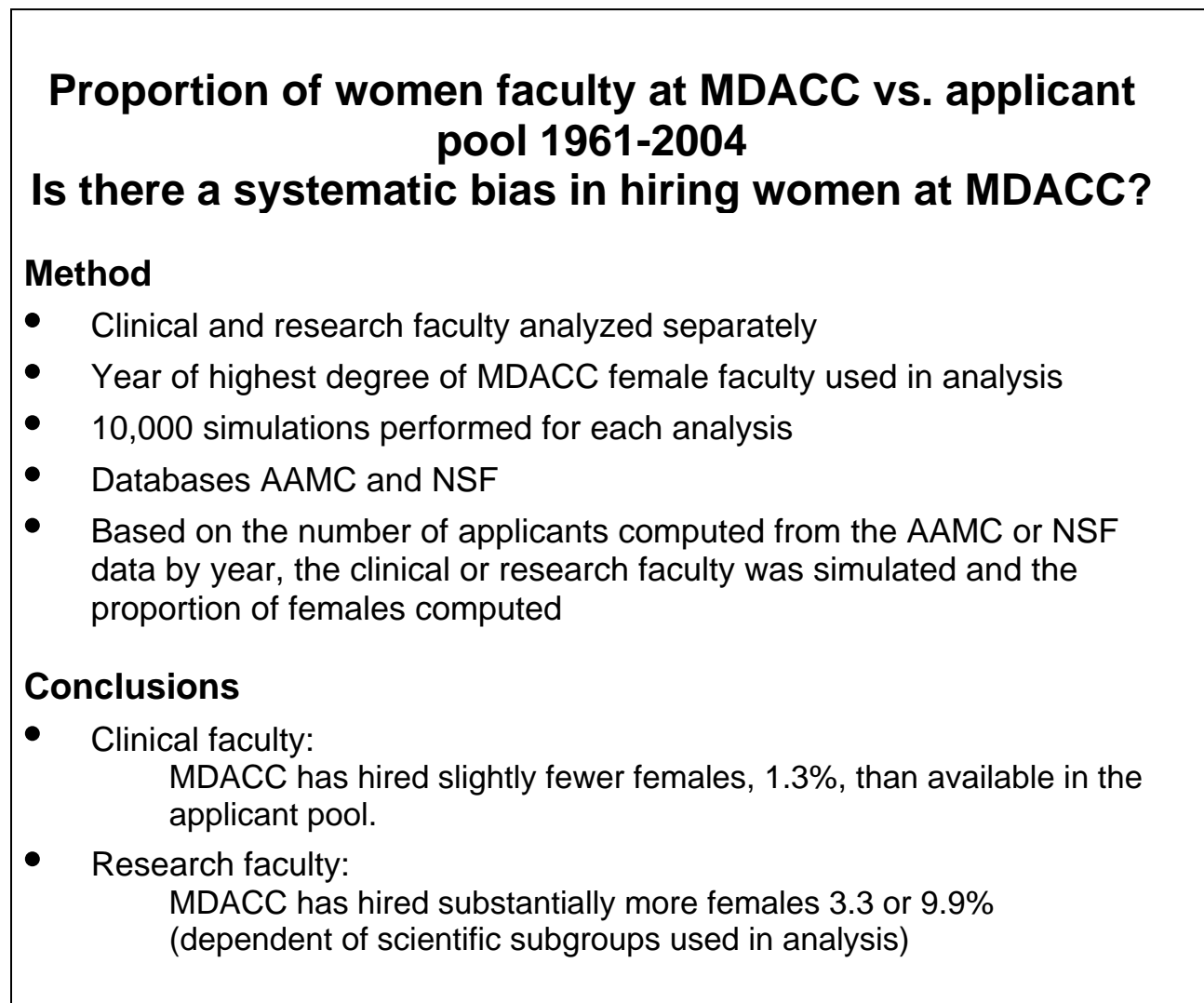
Tenure	Rank	Gender			Total
		F	%	M	
Tenure	Professor	53		247	
	Associate Professor	45		94	
	Total	98	22.3%	341	439
Tenure Track	Professor	1		5	
	Associate Professor	5		17	
	Assistant Professor	48		102	
	Total	54	30.3%	124	178
NTCA	Professor	19		44	
	Associate Professor	33		70	
	Assistant Professor	85		101	
	Instructor	7		14	
	Total	144	38.6%	229	373
NTRA	Professor	4		9	
	Associate Professor	19		29	
	Assistant Professor	49		59	
	Instructor	60		65	
	Total	132	44.9%	162	294
Grand Total		428	33.3%	856	1284

Chart 2



WFP, in collaboration with Donald Berry, Ph.D. and Marci Johnson, M.S., conducted a study to determine if there has been and continues to be a systematic bias against hiring women faculty at MDACC (Appendix D). This was done by comparing the number of female applicants in the pool of M.D.s and Ph.Ds with the number hired at MDACC by year from 1961 – 2004 for clinical faculty and from 1966-2004 for research faculty (Chart 3).

Chart 3



Tenure track data (Table 4) illustrates the promotions and resignations of women faculty on the tenure track. Tenure track year five (5) was the year the greatest number of women received their initial tenure.

In the 2007 academic year, women faculty represented 28% (n=26) of the 94 faculty separations. The majority of male and female faculty separations were due to appointment resignations of assistant professors and instructors.

Table 4

Tenure Track Year	2007 Academic Year		2008 Academic Year	
	Number Total Faculty	Number Women Faculty	Number Women Faculty	Number Total Faculty
1	42	9 (21%)	5 (42%)	12
2	31	9 (29%)	9 (23%)	39
3	39	16 (41%)	8 (28%)	29
4	29	6 (21%)	14 (40%)	35
5	34	13 (38%)	5 (19%)	26
6	29	7 (24%)	9 (35%)	26
7			4 (36%)	11

Transitions between 2007 and 2008:

- Year 1: 9 women in 2007 to 5 women in 2008.
- Year 2: 9 women in 2007 to 9 women in 2008 (1 tenured).
- Year 3: 16 women in 2007 to 8 women in 2008 (2 resignations).
- Year 4: 6 women in 2007 to 14 women in 2008 (1 tenured).
- Year 5: 13 women in 2007 to 5 women in 2008 (5 tenured).
- Year 6: 7 women in 2007 to 9 women in 2008 (1 extended clock, 2 tenured).
- Year 7: 4 women in 2008.

OTHER ACTIVITIES

All WFP events (Appendix E) are thoughtfully planned to provide opportunities for microinteractions and forums for gaining additional insight into personal, career and professional development matters such as promoting accomplishments, playing constructive politics, sustaining personal and professional resilience and confidence and creating new models of mutuality. As part of these efforts, the AVP co-chaired the 2007 Southern Regional Professional Development Conference for Women in Medicine and Research "Take Charge of Your Life: Speak Up, Stand Out, and Stay Calm" held March 30-April 1, 2007. On April 20, 2007, the AVP was a panelist at the Rice University Faculty Success Workshop in Chain of Lakes titled "Building Bridges: Bench to Bedside and Back".

Website. Through "Women Leading the Way" and "Honors and Awards", the WFP website (Appendix F) is designed to highlight accomplishments of women faculty as well as increase visibility of assistant and associate professors by including their photos throughout the site. WFP has an on-going project with Medical Graphics & Photography to gather environmental photos of all women faculty, especially those in early- and mid-career. WFP assumes the cost of all photos. The site also provides institutional metrics and underscores the pervasive nature of gender bias (Appendix G).

Best practices. The AVP of WFP participated in the following activities to identify the best practices for women faculty programs:

- May 16, 2007 visit to Memorial Sloan Kettering Cancer Center to meet with Laura Liberman, M.D. to discuss women faculty initiatives
- August 21, 2007 participated in a meeting with Rice ADVANCE Leadership Committee to discuss points of collaboration between Rice University and MDACC
- September 30, 2007, phone conference with Virginia Valian, Ph.D. to discuss improving recruitment of women and data collection and analysis.

Publicity. On August 1, 2007, the AVP of WFP was interviewed by Laurie Johnson of KUHF radio for an aired segment titled: "Women Faculty Programs at MDACC". The AVP was also interviewed by the Gabe group, a publicity firm in New York.

Legends & Legacies. We are currently collecting personal and professional stories of our senior women faculty to be published in a book entitled "Legends and Legacies: Personal Journeys of Women Physicians and Scientists at M. D. Anderson Cancer Center" to be completed and published in 2008. This book is intended to be a mentoring guide and an inspiration to our current women faculty as well as to students and trainees.

Strategy #4

Establish a combination of programs and initiatives supporting mentoring for women with related recognition/awards for individuals contributing to the advancement and contributions of women

APPENDIX A

Women Faculty Programs Advisory Committee

Meeting Minutes - Revised

April 2, 2007

Present:

Dr. James Cox, Dr. Ellen R. Gritz, Dr. Guillermina Lozano, Dr. Vivian H. Porche, Janis Apted, Dr. Harry R. Gibbs, Dr. Thelma Jean Goodrich, Dr. Anu R. Rao.

Absent:

Dr. Mien-Chie Hung, Dr. Eugenie S. Kleinerman, Dr. Raphael E. Pollock, Dr. Alma Rodriguez, Dr. Danna Kurtin.

Introduction/Welcome

The first meeting of the Women Faculty Programs (WFP) Advisory Committee was called to order at 3:05p.m. on April 2, 2007 in HMB9.134a by Elizabeth L. Travis, Ph.D. She introduced all present.

Committee perspective on current gender challenges

The cumulative disadvantages facing women faculty was discussed, highlighting the following challenges:

- Women may not be assertive enough.
- Women may have to super excel while men may just have to excel.
- Mentoring is a challenge for this Institution
- Institutional leadership may not believe there is a problem.

MDACC Data

Dr. Travis presented data comparison for MDACC faculty vs. AAMC for faculty in medical schools for years 2004 through 2007. The conclusion from these data is that we are no better or worse than the AAMC data in terms of women faculty numbers and rank. Although current data for other cancer centers is unknown, Dr. Travis is working on securing data from Memorial Sloan-Kettering Cancer Center. Dr. Don Berry, Division Head, Quantitative Sciences, questioned the data analysis and has provided the services of an analyst, Marci Johnson, to assist with analysis of the data on women faculty at MDACC.

Dr. Travis invited him to join the Committee and he has agreed.

Review of the current tenure track faculty by year, showed that 28% of the tenure track faculty are women and that there are significant fluctuations in the number of women faculty on tenure track over the past 6 years. It was also noted that 28% women on the tenure track will not have a significant impact on the current proportion of tenured women faculty, even if all achieve tenure. Thus much will not change in the next 7 years should the current trend continue.

The WFP office will analyze the current data in an attempt to establish the following:

- a) Is retention of women faculty on tenure track a problem?
- b) Promotion of men vs. women from NTCA/NTRA to tenure track
- c) Are we hiring the right people? For the right job? Are women in clinical departments hired to do the work (NTCA) and the men to be tenured faculty?
- d) Are we supporting women faculty?

Some insights, which could explain retention difficulties during tenure track years and could provide points for policy change, are:

- a) Child bearing
- b) Lack of flex hours
- c) Child care issues
- d) Women may not be aware of the suspension of the tenure clock or are concerned about taking this option since it might appear to involve special treatment.
- e) Are women being recruited at leadership levels?
 - Dr. Mendelsohn is ensuring that women are on the short list for all leadership positions.
- f) When using search firms, determine how successful have they been at placing diverse candidates.

Current thinking for strategic plan for WFP

- Do women in senior positions advocate for and promote women faculty? Establish small focus groups with senior women faculty to explore this question.
- Partner with Department Chairs and Division Heads to assist them in recruiting and promoting women faculty. Target departments based on analysis of gender demographic data.
- In the area of performance evaluations, interpersonal skills seem to weigh more heavily for women than for men. Change the evaluation paradigm to that for men, where productivity is most critical.
- Promotion within the NTCA/NTRA tracks is not dependent on available slots and is handled at the department level. Thus, department chairs are accountable for these promotions.
- The percentage of women on the tenure track is not sufficient to significantly effect change at the tenure Professor level in the next 7 years. One goal is to ensure that at least those women tenure track faculty are promoted.
- Priority to recruit women to senior faculty rank – Associate Professors and Professors – to accelerate change.

Committee recommendations:

Focus on hiring intentions at the beginning of the clinical pipeline, where career development may be pre-determined.

Help to raise awareness of the issues through presentations to senior level committees such as the, Research Council, Management Committee, Executive of Science Faculty, ECFS.

Targeted mentoring programs for women faculty in collaboration with Dr Gibbs and Janis Apted.

Potential topics:

- Sabotage; How to have a difficult conversation
- Subtle issues – what is seen vs. what is felt
- How to get “face-time” with Chairman.

Raise the visibility of women in the institution through programs such as:

- “Legends” – Donor program in honor of Margaret Kripke. Moneys raised can be used for programs for women faculty development.
- Nomination of women for national awards/recognition.
- Book on stories of MDACC women faculty

Dr. Travis stated that she needs all committee members to be advocates for women faculty and the initiatives emanating from the WFP program. She reminded them that they were chosen because of their demonstrated advocacy of women, their interest in the issue, their leadership within the institution, and the value placed on their input. The Committee wished the Institution to be the best in this area as we are the one of the top Cancer Centers in the country.

Action Items:

Travis -

1. Analyze the women faculty termination data.
2. Introduce the WFP Office to junior women faculty through series of lunches “Conversation with the AVP for Women Faculty Programs.”
3. Consult Matt Masek, VP & Deputy Chief Legal Officer or Dan Fontaine, SrVP, Business Dev & Reg Affair regarding legal issues surrounding confidentiality of faculty information.
4. Obtain data on faculty at other cancer centers.
5. Continue analysis of data with Marci Johnson.
6. Discuss tenure track data with Dr. Bill Klein.
7. Develop strategic plan.

The next general meeting will be held in six months although quarterly meetings might be necessary at this early time. Meetings among specific Committee members will be scheduled on an as needed basis.

Adjournment:

Meeting was adjourned at 4:10p.m. by Dr. Travis.

Minutes submitted by:

Princess Patrick-Woodard

Approved by:

Elizabeth L. Travis, Ph.D.

Associate VP of Women Faculty Programs

APPENDIX B

OPPORTUNITIES FOR ACTION:

INCREASING THE NUMBER OF WOMEN FACULTY IN SENIOR POSITIONS AT M. D. ANDERSON

Introduction

Although medical schools and most Ph.D. programs have been enrolling increasing percentages of women for over three decades, at M. D. Anderson the percentage of women faculty has barely increased (e.g., from 28.6% in 2000 to 31.2% in 2006). In addition, the percentage of women full professors and chairs indicates the same slow trend, 16% vs. 20% (Professors) and 10.8% vs. 12.1% (Chairs) in 2001 and in 2006. At this rate of change, women will comprise 50% of the faculty in 2025!

This under-representation of women is not evident to many men hard at work on their own career development. While well intentioned and fair-minded, most men seem to assume that women's lack of progress stems from a lack of appetite for competition or from a preference to devote more of themselves to their families. This assumption is understandable given that women who are not achieving their potential become invisible and that women make up such a high percentage of those entering medicine and science. But the fact is that increases in the number of women entering these fields are *not* reducing gender disparities in advancement.¹⁻⁴ Leaving the under-representation of women on the back-burner means that M D Anderson is under-utilizing a huge talent source.

This Report begins by summarizing evidence of why this subject belongs on the front burner at M. D. Anderson and then focuses on strategies to assist department heads in better facilitating women's career development. These explorations and actions require that senior men examine some of their assumptions about meritocracy and their own career advantages. While the stimulus here is improving women's professional development, these strategies will improve the environment for men as well, since in the younger generations there is increasing overlap between the career aspirations of men and women.

Method

Given the need to flesh out the picture behind the numbers of women progressing at M. D. Anderson and to build support for the work identified, Dr. Kripke sought the assistance of Dr. Wanda T. Wallace, who in March 2006, interviewed a randomly selected sample of twenty-eight male and female faculty at the assistant, associate, and professor ranks on their experience at M. D. Anderson, including their challenges in reaching the next promotion, interest in holding leadership positions, the availability of mentors, and the challenges in managing work and life. In April 2004 Janet Bickel had conducted a series of Focus Groups of 30 randomly selected women assistant and associate professors with similar goals.

Results and Discussion

The data generated by these qualitative methods reveal how many deeply entrenched attitudes and practices still favor the development of men over women at M. D. Anderson and why comparatively few women have thrived [the complete report by Wanda Wallace, March 2006 is available from Dr. Kripke's office]. Other research conducted inside and outside of academic medicine offer additional insights into these dynamics. The present Report distills a great deal of rich material in order to concentrate on the most salient findings and suggest concrete improvements that administrative leaders can begin implementing now.

The central finding is that, even though most women bring equivalent credentials and goals to their faculty positions, women are less likely to be effectively mentored or to be seen as having leadership potential. The following quotes from the interviews conducted at M. D. Anderson are particularly illustrative:

"Men are given a chance to prove themselves, women have to prove themselves and then they are given a chance."

"There is always something missing that is used against women. I have seen women who have 4 out of 5 criteria – the one missing criteria is held against them. For men, they see a guy in his 30s who is bright but has not accomplished much...they see a spark and give him a leadership position they expect he'll grow into."

"My credentials on all counts are better than my male colleague's, but the chair is talking to him about promotion to professor. I will never be the "anointed one."

The obstacles women face at M. D. Anderson mirror those described in the now large body of research conducted at Academic Medical Centers (AMCs) across the country (only a few examples of which are cited here).⁵ In a nutshell, for women, the career development path presents more obstacles than for men.⁶ Women face more challenges than men obtaining career advising and support, negotiating for resources and time for scholarly activities, and getting credit for their work.^{7, 8}

Highly political and demanding, the academic medical and science worlds favor those with powerful career advocates and no other responsibilities. While bringing the same high caliber “intellectual capital”, for the reasons cited above, women are much less likely than men to fit this “ideal.” Also, by contrast, women are more likely than men to prefer collaboration over competition and group over individual achievements.⁹ This preference may in part stem from cultural penalties that assertive women experience. While men are expected to behave assertively, strong women are often perceived as uncaring and unlikable, which actually interferes with their ability to build relationships key to the accomplishment of their work. As one of the Focus Group participants said “You have to look out for yourself and speak up, but for women there is a very fine line before you’re labeled ‘pushy’, ‘aggressive’ or the B-word.”

Studies consistently show that women tend to reap fewer rewards for their work in terms of promotion and raises. All these factors accumulate and reinforce each other, resulting in fewer women at the professorial rank and in leadership positions and a general loss of self-confidence and willingness to compete.

Another piece of the puzzle is that the smooth running of labs, committees and departments depends on the invisible work of preventing crises and maintaining relationships. Women do a great deal of this behind the scenes relational work, but receive no credit for it; it “disappears”. This illustrates the “underbelly” of Intellectual Darwinism, i.e. the pursuit of ‘excellence’ through competition that rewards individual achievement above all other values. Given the interdependent missions of AMCs and the interdisciplinary nature of science, all work is teamwork. New models of mutuality are needed to recognize and reward contributions of all team members and not just primarily the PI or the most visible.

To be sure, changing the deeply entrenched cultural and systemic features noted above exceed the authority and capability of individual administrative leaders. Yet it is important to appreciate their impact on the climate for women.

The way in which individual leaders can make the biggest impact is to improve their advocacy for and mentoring of women. Successful men who from boyhood have had role models reflecting their aspirations often take this advantage for granted, thereby discounting the extra challenges women face in finding role models and in building developmental relationships. Similarly, few young women are “taken under a mentor’s wing” in the way that many men are. Women faculty are less frequently widely introduced at meetings, provided opportunities to serve on important committees, encouraged and supported to participate in professional societies, or asked to write review chapters. Moreover, some men seem to completely withdraw support when their women protégés begin spreading their wings and seek more independence, leading the protégé to wonder “what have I done wrong?”

This lack of sustained mentoring is a severe and cumulative disadvantage because women actually have a greater need for mentoring than men do given their relative isolation and paucity of role models to whom they can closely relate.

Moreover, even when their credentials are equivalent, women often need coaching to realize their scholarly and leadership potential and to see themselves as qualified for top positions. Influence and credibility are tightly linked to visibility. With women being more modest than men about their achievements and less comfortable “tooting their own horn,” their accomplishments and potential are often less visible. Thus it is harder to judge if a woman has the “right stuff.” Chairs who make the extra effort to tap women for leadership roles, to help them see their own leadership potential, and to connect them to key people will greatly boost their career success. If senior men had been more effectively doing this since women started entering the profession in force thirty years ago, the current number of women professors and leaders would likely be much larger.

Strategies

The future of academic medicine depends to a large degree on its effectiveness in developing its most junior

members, almost half of whom are women. Clearly department heads are key to this nurturance.¹⁰

To better meet their responsibilities for facilitating women's career development, chairs might consider improvements in the following areas: 1) updated approaches to mentoring, 2) adaptive structures, 3) accountability, and 4) support and culture change.

1) Updated Approaches to Mentoring

Mentoring represents the most tangible bridge to continuing traditions of excellence, and a high proportion of women faculty clearly need a great deal more advocacy and guidance than they are receiving. Before they can effectively mentor women, and other persons unlike themselves, many senior faculty need to examine some of their assumptions, for instance that total immersion is the only path to excellence. Questions that can help the mentor avoid incorrect assumptions about the advisee include, for instance: What are your professional aims in the next 1-2 yrs? 5-10 years? What do you want to accomplish? What, if anything, do you feel is holding you back from reaching your potential?

Because chairs, as well as mid-career and senior faculty, are so stretched, alternative approaches to the traditional one-on-one model are also called for. Department heads can create a more supportive climate for new faculty by assuring that each junior faculty has a career advisor/advocate. Large departments might appoint a Vice Chair for Career Development who works with new faculty and acts as a liaison to the Office of Faculty Development as issues arise. Models for facilitating more peer and collaborative group mentoring among junior faculty and trainees are also now available.^{11,12} Evaluating and rewarding mentoring will contribute to recognition of it as a critical and valued professional activity.^{13,14} These strategies will improve the playing field not just for women but for men as well.

2) Adaptive Structures

The model of success in academic medicine is still based on the career trajectories of men not primarily responsible for home life who completely devote themselves to their careers and who tend to value independent work over collegial teamwork.¹⁵ Clearly AMCs are challenged to adapt this model, now that so many young and future faculty do not fit it.¹⁶ High proportions of the younger generations of American physicians and scientists are seeking more of a balance between work and life than did earlier generations. Although academic medicine is clearly dependent on these young persons as the next faculty and leaders, "either family/or career" thinking continues to interfere with exploration of alternatives.

Adaptive structures include creating and legitimizing non-punitive less-than-full-time alternatives and adding off- and on-ramps to careers¹⁷. While such options may incur some up-front costs, the alternative is increasingly substantial time and money spent on recruiting and integrating replacements. Offering less-than-full-time options and temporal flexibility is effective stewardship of M. D. Anderson's investment in young faculty in that the availability of such options also builds commitment and loyalty in individuals who have many decades of active professional contributions ahead of them.

3) Accountability

To reinforce their commitment, chairs should be held responsible for improvements in increasing the percentage of women faculty at each rank. As part of their annual performance review, they would submit a status report as well as a plan for how improvements are being implemented. Performance on these measures needs to be linked to a consequence of value, such as approval of new positions or access to faculty development resources.

In particular, administrators and faculty should be held accountable for their competencies in mentoring "across differences," i.e. individuals of a different sex, ethnicity and career stage. If junior faculty are given the opportunity to evaluate their chairs and mentors on such indicators as "provides timely feedback that both challenges and supports me," "advocates effectively for my development," and "inspires me as a role model," this will build a database that can be used for both summative and formative purposes.

Periodic departmental reviews also afford a critical opportunity to gauge how effectively the chair is recruiting and developing women faculty, building career development structures, serving as a role model for the role models, and planning for succession.

4) Support and Culture Change

Evaluating chairs on these achievements would be supported by offering them educational sessions on improving mentoring, access to coaches for themselves and for their faculty who might most benefit, and other assistance they need to become better developers of their human resources. The new AVP for Women Faculty is a valuable partner in this work.

In addition to assisting chairs in becoming more effective facilitators of their talent, M. D. Anderson should ramp up its attention to the skill development needs of women faculty. Programs are particularly called for in the areas of managing conflict, competing successfully for resources, playing constructive politics, promoting one's accomplishments, and sustaining resilience and confidence. Since men share many of these challenges, they should not be excluded from participation. Especially for junior women (the most vulnerable group) to take advantage of these opportunities, chairs need to offer their support by helping them protect the necessary time. Discussions between chairs/mentors and junior faculty about their participation in such skill development programs should occur regularly and not just as part of an annual review or in the hallway.

Conclusion

Improvements to complex systems do not occur naturally or develop out of the coping mechanisms of isolated individuals. Women are a burgeoning source of talent, but without targeted action to facilitate its realization, this talent will not reach fruition as superior professional achievements. This "brain drain" is becoming more of a liability, although many costs remain hidden. But as they compose ever-increasing percentages of the talent pool and as the multifaceted challenges facing academic health centers continue to multiply, access to this talent becomes more critical. As Princeton University President Shirley Tilghman states: "To restrict the pool, either intentionally or unintentionally, by discouraging women is to guarantee that the outcome is less than it could be." Heterogeneous groups design more innovative solutions to problems than do homogeneous ones and bring a higher level of critical analysis, and as diversity increases, so does stability and resilience.¹⁸

In addition to its world-class status, M. D. Anderson has many strengths and resources on which to build, including committed leaders, outstanding faculty and leadership development programs, and a long-standing and active Women Faculty Steering Committee. And the chairs now have an AVP for Women Faculty with whom they can partner to effect substantial improvements. It is enlightened self-interest, good business, and good stewardship for M. D. Anderson to better nurture the potential of its women professionals and to more effectively bring women into leadership roles.

*Respectfully submitted by Janet Bickel, Faculty Career and Diversity Consultant
With thanks to Wanda T. Wallace, Ph.D. President and CEO, Leadership Forum Inc.*

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With thanks to Wanda Wallace, Ph.D.

APPENDIX C

Janet Bickel

Thursday, July 19, 2007

8:00 a.m. – 4:00 p.m.

Women Faculty Programs

The University of Texas M. D. Anderson Cancer Center

1155 Pressler Street, 8th Floor

Houston, TX 77030

		Attendees (n)	Overall Evaluation *
8:00AM – 9:30AM	Women Faculty Networking Breakfast “Effective Delegation: How to build relationships and make the better use of your time”	44	4.22
10:00AM – 11:30AM	Meeting with WFP Advisory Committee	n/a	
Noon – 1:00PM	Panel Audience – Leadership Janet Bickel, Tom Viggiano, Kevin Grigsby, Steve Bogdewic “Reflections on Resilience and Vitality: Strategies for Leaders and their People”	26	4.21
1:30PM – 3:00PM	Women Faculty Workshop “Why don’t women speak up? Strategies for finding and using your voice”	20	4.90
3:00PM – 4:00PM	Meeting with Center For Faculty Excellence Committee	n/a	

*5 = strongly agree 4 = agree 3 = neutral 2 = disagree 1 = strongly disagree

Overall evaluation consists of the following three components: (1) effectiveness (2) valuable knowledge and (3) needed skills

Division of Quantitative Sciences

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DATE: July 24, 2007

TO: Elizabeth Travis, Ph.D.
Associate Vice President
Women Faculty Programs

FROM: Donald Berry, Ph.D.
Division Head
Chair, Department of Biostatistics

Marcy Johnson, M.S.
Associate Director, Quantitative Research

SUBJECT: Proportion of Female Faculty at MDACC vs Proportion of Female Applicants

Herein is a summary of the analyses performed to compare the proportion of female faculty at M.D. Anderson Cancer Center (MDACC) with the proportion of female applicants in the general population.

Methods

The proportion of female faculty at MDACC was compared to the proportion of females in the general applicant pool separately for clinical and research faculty.

With respect to the clinical faculty applicant pool, the total number of graduates as well as the total number of women graduates of medical schools was obtained from the Association of American Medical Colleges (AAMC) for 1961 – 2004 by year. Similar data on the number of doctoral degrees awarded were obtained from the National Science Foundation (NSF) for the research faculty applicant pool during 1966 – 2004. Science was categorized into several subgroups: agricultural/biological science; earth, atmospheric and ocean science; mathematics/computer science; physical sciences; psychology; and the social sciences.

Since the MDACC research faculty was composed of a variety of science disciplines, two applicant pools were evaluated: (1) all of the science subgroups combined; (2) a composite group including only biological/agricultural science, mathematics/computer science and the physical sciences.

For each MDACC faculty member, the year of the highest educational degree was used in the analysis. Given the proportions of female applicants computed from the AAMC or NSF data by year, the clinical or research faculty was simulated and the proportion of females computed for each simulation. The proportion of females computed from each simulation was plotted on a single graph (i.e., each open circle symbol represents one simulation). A total of 10,000 simulations were performed for each analysis.

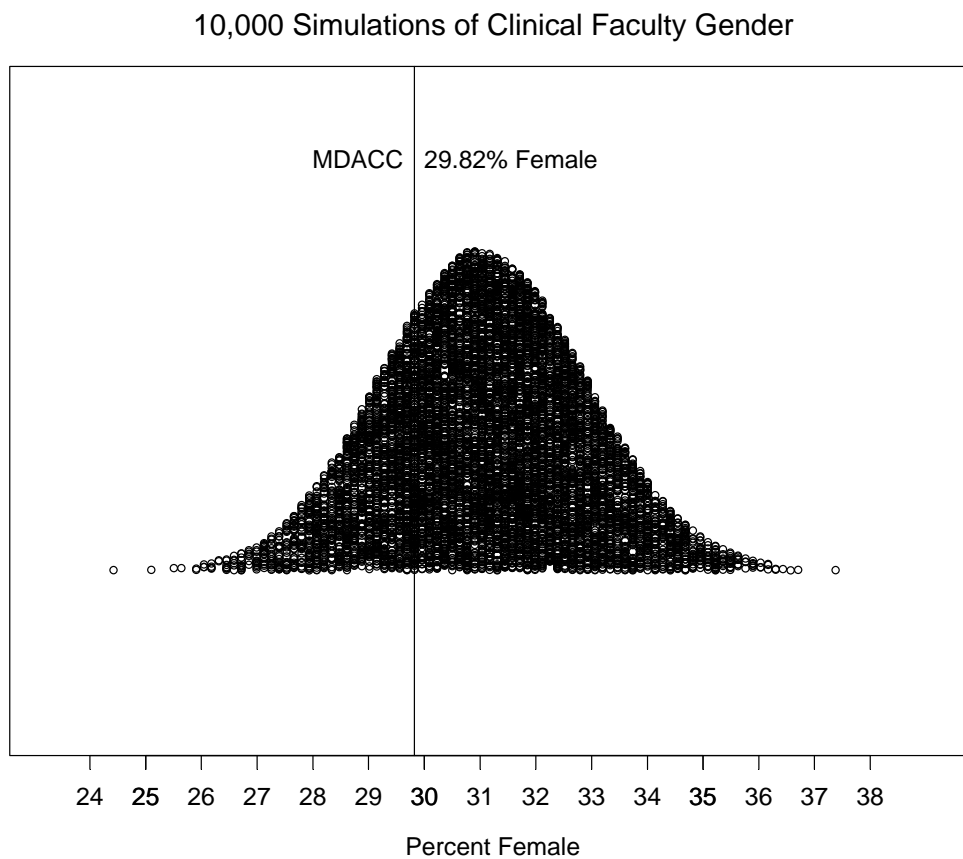
Results

As of January 19, 2007, MDACC faculty included 745 clinical faculty and 525 research faculty.

Clinical Faculty

Four MDACC clinical faculty were excluded from the analysis since the year of highest degree was earlier than 1961 (1 male) or after 2004 (2 males, 1 female) and no data were available from AAMC in those years. Therefore, a total of 741 clinical faculty were simulated. Nearly 30% (221/741) of the clinical faculty were female. The simulated data result in a mean (standard deviation) of 31.13% (1.66%) female, 1.3% higher than the proportion of females at MDACC (Figure 1).

Figure 1: Clinical Faculty



Research Faculty

Six MDACC research faculty were excluded from the analysis since the year of highest degree was earlier than 1966 (3 males) or after 2004 (2 males, 1 female) and no data were available from NSF in those years. Therefore, a total of 519 research faculty were simulated. Nearly 37% (191/519) of the research faculty were female.

Two applicant pools were evaluated for the research faculty: (1) all of the science subgroups combined; (2) a composite group including only biological/agricultural science, mathematics/computer science and the physical sciences.

When all of the science groups are included, the simulated data result in a mean (standard deviation) of 33.48% (2.06%) female, 3.3% lower than the proportion of females at MDACC (Figure 2a). However, when the subgroups of science are restricted only to only biological/agricultural science, mathematics/computer science and the physical sciences, the simulated data result in a mean (standard deviation) of 26.93% (1.91%) female, 9.9% lower than the proportion of females at MDACC (Figure 2b).

Figure 2a: Research Faculty - All Science

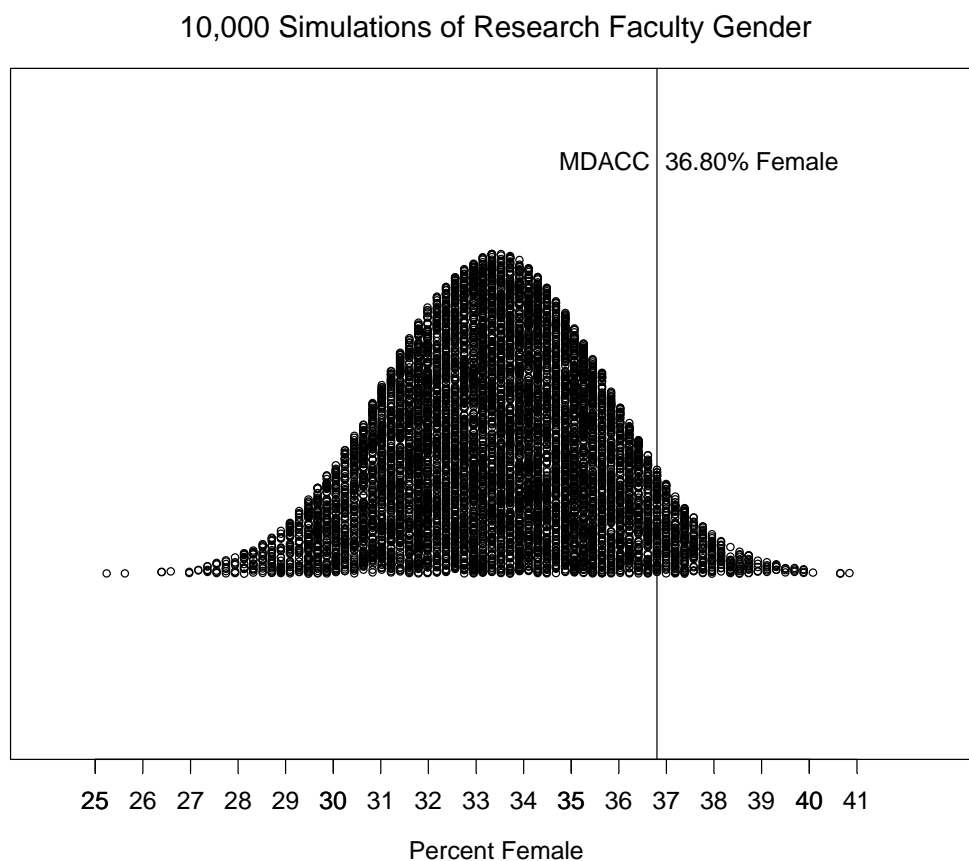
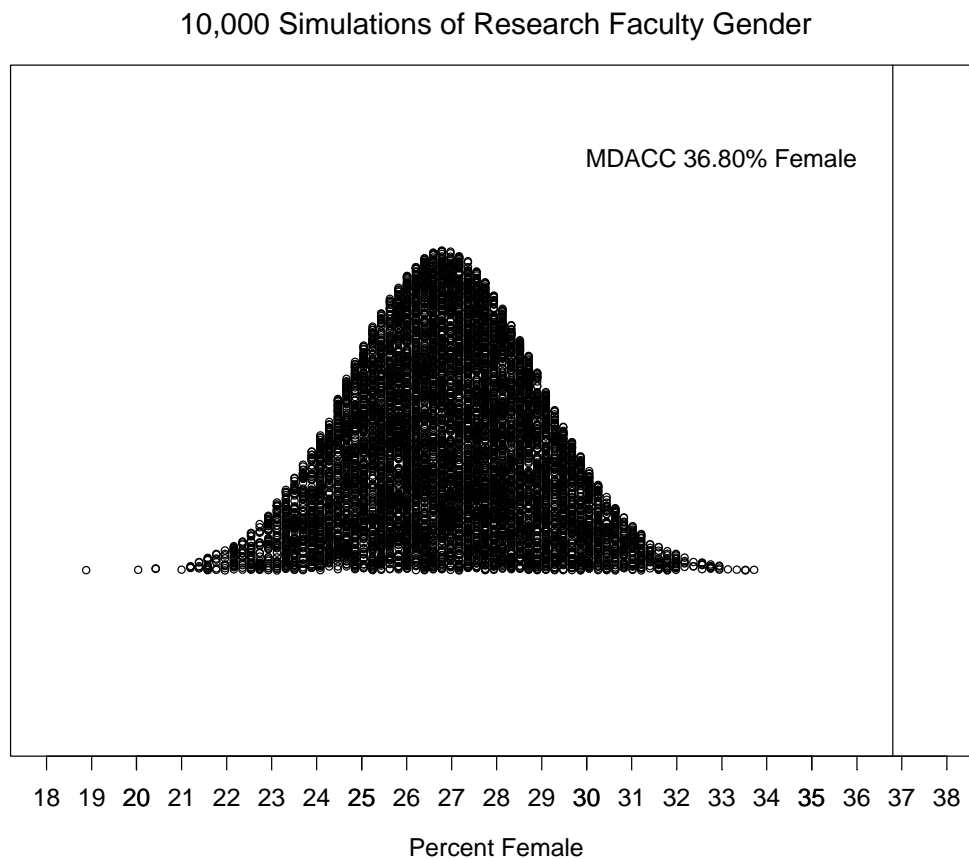


Figure 2b: Research Faculty - Biological/Agricultural, Mathematics/Computer Science and Physical Science



Conclusion

Adjusting for year of degree, MDACC has hired slightly fewer females (1.3%) to the clinical faculty than have been available in the applicant pool. In absolute terms this represents a difference of about 10 clinical faculty members. The two proportions are not statistically different. Also adjusting for year of degree, MDACC has hired substantially more females (3.3% or 9.9%, depending on the comparison group) to the research faculty. In absolute terms these represent about 17 and 51 research faculty members, respectively.

APPENDIX E

WFP MENTORING AND NETWORKING PROGRAM

2006-2007

- **June 7, 2007** Women Faculty Networking Breakfast: Sister Institution Conference (co-sponsor)
- **July 19, 2007** Career Coach, Janet Bickel (Appendix C)

2007-2008

- **September 18, 2007** WOMEN LEADING THE WAY LECTURE SERIES: National Academy of Sciences member, Nancy Hopkins, Ph.D.
Topic: Women in Science at MIT: A Generation of Change (1971-2007)

Women Faculty Fall Reception
- **November 20, 2007** Networking Breakfast with Elaine Fuchs, Ph.D., member National Academy of Sciences (*in collaboration Department of Biochemistry and Molecular Biology*)
- **November 27, 2007** WFP Holiday Reception honoring Ellen Gritz, Ph.D. (IOM member) and Margaret Kripke, Ph.D. (SELAM Award) and recognizing women faculty promotions, tenure awards and tenure renewals
- **January 15, 2008** Networking Breakfast: Table Talk Conversations (*In collaboration with Faculty Development*)
- **January 17, 2008** Networking Breakfast: Table Talk Conversations (South Campus) (*In collaboration with Faculty Development*)
- **February 22, 2008** Career Coach Vicki Vandaveer, Ph.D.
Topic: "It's All About You"
- **March 12, 2008** Networking Breakfast with Ellen Rothenberger, Ph.D.
- **May 1, 2008** WOMEN LEADING THE WAY: LECTURE SERIES: Carol Cass, Ph.D.
- **May 6, 2008** FLA Graduates Seminar (*in collaboration with Faculty Dev*)
Topic: Gender Equity presented by Clyde Evans, Ph.D.

2008 - 2009 Activities

- **September 9, 2008** WOMEN LEADING THE WAY LECTURE SERIES: Virginia Valian, Ph.D.
- **TBD** Negotiation Workshop - Deborah Barrett, PhD.
- **TBD** Summit for Women in Medicine, Science and Engineering (*in collaboration with Rice University*)

Tentative dates for 2007 - 2008 Conversations with the AVP:

- October 24, 2007
- November 14, 2007
- January 23, 2008
- February 13, 2008
- March 19, 2008
- April 23, 2008
- May 21, 2008
- June 18, 2008
- July 16, 2008
- August 20, 2008
- September 10, 2008

Women Faculty Programs

Razelle Kurzrock, M.D., chair of Investigational Cancer Therapeutics



Women Leading the Way

SAVE THE DATES!

October 31

Patty Gras
Organization for Women
Speaker

November 20

National Academy of
Sciences member,
Elaine Fuchs, Ph.D.

November 27

Holiday Celebration

Championing gender equity at M. D. Anderson, the [Office of Women Faculty Programs](#) is led by [Elizabeth Travis, Ph.D.](#), the associate vice president of Women Faculty Programs. To promote a culture that includes and responds to the issues of women, Dr. Travis collaborates and partners with other institutional leaders to ensure women faculty are equitably recruited, retained and promoted. The office unearths and analyzes national and institutional data to document gender-specific trends among faculty, and advocates for innovative policies and strategies to surmount barriers.

In addition to being a career advocate for women faculty, The Office of Women Faculty Programs promotes thoughtfully planned opportunities for microinteractions and forums for gaining additional insight into personal, career and professional development matters such as promoting accomplishments, playing constructive politics, sustaining personal and professional resilience and confidence and creating new models of mutuality.

At Conversations with the AVP invited faculty provide and gain practical and personally-relevant insight into the M. D. Anderson culture and professional development in a more intimate setting. Women Faculty Networking events are opportunities for career development and features presentations on topics such as work-life balance, negotiation skills and mentoring. Finally, in honor of all you do, the year culminates with the Legends & Legacies Reception, hosted by the Office of Women Faculty Programs, to celebrate the achievements of M. D. Anderson women faculty during the year.

Women Faculty Programs

APPENDIX G

(from September 2007 website *Data Snapshots* page)

GENDER BIAS IS A CULTURAL ISSUE

Orchestral Auditions

In 1980, behind a screen, a female professional trombone player, Abbie Conant, was one of 33 candidates auditioning for the Royal Opera of Turin. She knew she had blown the audition because she missed one note. The committee thought otherwise and sent the remaining candidates home. When Conant returned to the audition room, she heard the Bavarian equivalent of whoa. They were expecting a man. *Source: Blink: The power of thinking without thinking (2005) by Malcolm Gladwell. pp.245-246.*

Ballet May Be a Woman...

...but not the major artistic decision makers in America. Maybe its because the mother of the stereotypical ballerina “probably didn’t let [her] do a lot of things”, girl ballerinas are “a dime a dozen” and are taught to be “very meager” while the few guys there are “much more empowered”. Maybe it’s just cultural bias as evidenced by the words of the late George Balanchine, the director of the New York City Ballet, “[my successor] has to be Peter [Martins]. He knows what a ballerina needs.”

Martins' partner and Balanchine's muse, Suzanne Farrell, now runs a troupe at the Kennedy Center. Martins remains at the helm of the New York City Ballet. *Source: “Often on Point But Rarely In Charge” [New York Times](#), August 5, 2007*

CV Evaluations

For an assistant professorship and for tenure, male and female academic psychologists received curriculum vitae that recounted the career of a real woman psychologist who had been hired as an assistant professor and attained early tenure. With the exception of stereotypical male and female names of “candidates”, the CVs for both positions were identical.

Both men and women showed a significant preference for hiring the man and both groups were four times more likely to ask for supporting evidence about the woman, such as a chance to see her teach or proof that her grants were won independently. *Source: R Steinpreis, K Sanders, and D Ritzke (1999). The impact of gender on the review of the curriculum vitae of job applicants and tenure candidates: A national empirical study. Sex Roles 41:509-528.*

Hiring Practices

Despite identical records, department chairmen tended to hire the men applicants as associate professors and the women applicants as assistant professors. *Source: L. Fidell (1970) Empirical verification of sex discrimination in hiring practices in psychology. American Psychologist 25:1094-1098.*