



**Women Faculty Programs
Annual Report
2008 Academic Year**

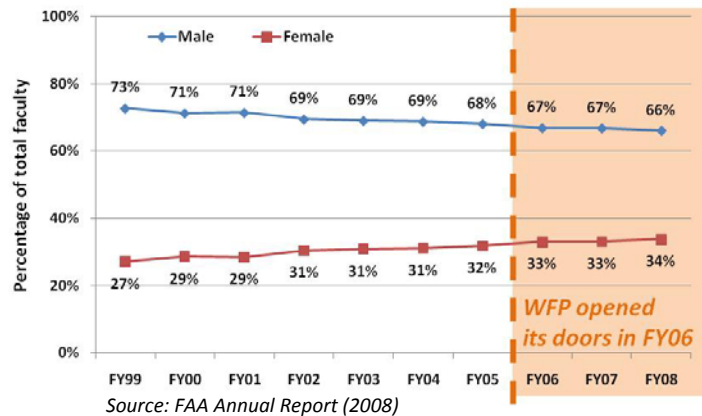
**Submitted by:
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Associate Vice President**

Introduction

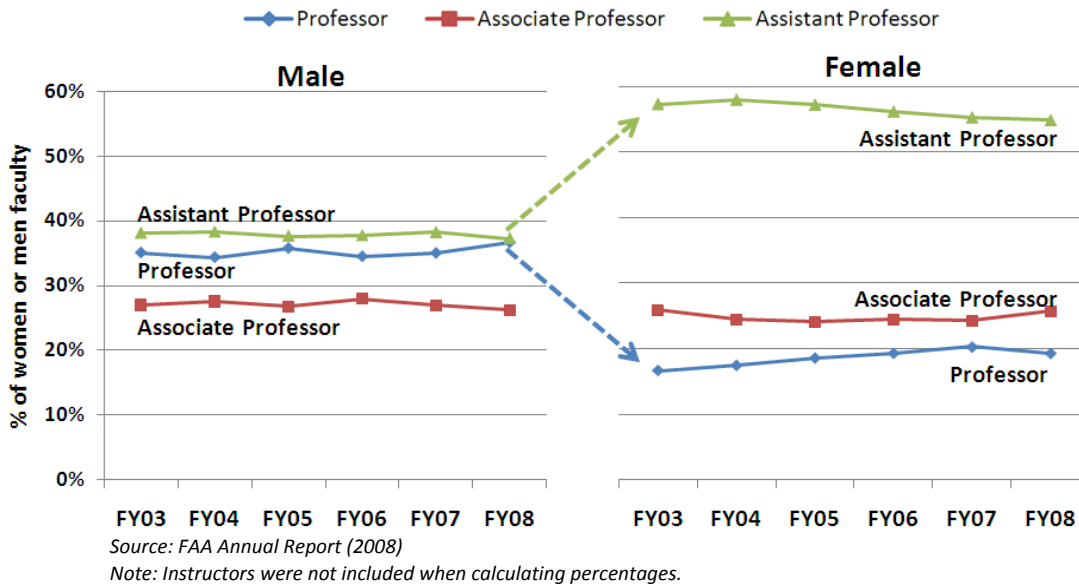
Women Faculty Programs is charged with leading the effort to recruit, retain, and advance women faculty, a vital issue among academic medical institutions, where women remain underrepresented on the faculty and heavily concentrated at entry level ranks.

Gender demographics at M. D. Anderson Cancer Center do not differ greatly from Association of American Medical Colleges (AAMC) 2007-2008 data. According to AAMC, 34% of all medical school faculty are women, but women represent just 12% of division heads and 21% of department chairs. Women faculty at MDACC represent 10% of division heads and 15% department chairs.

Over the past two years, there has been a steady increase in the number of women faculty, yet the percentage of men and women faculty remains the same at 66% and 34% respectively.



In addition, women faculty remain concentrated in the assistant professor ranks with only 19% of women faculty in the professor ranks. Conversely, men faculty are relatively equally distributed among the ranks of assistant professor, associate professor, and professor.



Despite 34% women faculty at M. D. Anderson, women are underrepresented in leadership. There has been little change in the percent of women leaders even with a full pipeline.

Executive Summary

This annual report provides an overview of Women Faculty Programs long-range goals and detailed information to address the extent to which 2007-2008 goals and objectives were met. Primary activities for the office in 2007-2008 focused on recruiting women faculty leaders. Supporting initiatives include recognition of women in science and medicine, building the capacity for data-driven decision making, and organizational change focused on improving the institution's ability to recruit and retain women faculty.

Since opening its office in February 2007, Women Faculty Programs strategically implemented initiatives to recruit, retain and advance women faculty. In December 2007, a project director and metrics analyst were hired to assist in program development and metrics analysis. By June 2008, the office had completed a long-range strategic plan focused on four main goals:

- Data-Driven Decision Making and Accountability
- Organizational Change
- Professional Development and Mentoring
- Recognition of Women in Science and Medicine

The early part of FY08 consisted of establishing access to data, creating appropriate databases, and developing initial benchmarks to create a fact based institutional view of the status of women faculty at M. D. Anderson. In August 2008, WFP held its first Town Hall Meeting to discuss the status of women faculty, satisfaction survey results, FY08 accomplishments, and future goals.

During FY08, Women Faculty Programs examined several current institutional policies and made recommendations for change to support the recruitment and retention of women faculty. Women Faculty Programs successfully spearheaded the Leadership Search Policy stating that a women and/or minority must be on the "short list" sent to the President, the AVP of Women Faculty Programs will review search committee membership prior to approval and will serve on all leadership search committees. Initial outcomes look promising. Since implementation of the policy, six women have been included on the "short list" and three women have been appointed to leadership positions. A second policy, Extension of Tenure Clock (not requiring approval) is currently awaiting approval by the President's Advisory Board.

In an effort to continue to expand recognition of internal and external women in science and medicine, Women Faculty Programs hosted three women leaders/scientists, as part of the Woman Leading the Way Lecture Series, to present women in science talks to the institution. In addition, two National Academy of Science members met with women faculty to share their personal academic journeys and offer mentoring advice. The Women Faculty Programs website features a Woman Leading the Way each month to highlight M. D. Anderson women faculty who have made notable contributions to science and medicine.

In 2008, Women Faculty Programs established the Margaret L. Kripke Legends Award to recognize an individual who has made significant contributions to the advancement and promotion of women in cancer research and cancer medicine This national award will be given each year to an individual for their ongoing support and extraordinary dedication to enhancing

the careers of women in cancer science and cancer medicine. Solicitation for nominations began on June 15, 2008. The inaugural award presentation is planned for March 2009.

The Legends and Legacies: Personal journeys of women physicians and scientists at M.D. Anderson Cancer Center book is complete and in the process of being printed with an internal rollout scheduled for October 2008. The book is edited by Elizabeth L. Travis, Ph.D., and profiles 26 successful women faculty members at our institution. The book is intended to guide and inspire young women as they choose and pursue career paths and to serve as a mentoring resource for institutional leaders.

Women Faculty Programs is committed to building a culture that includes and responds to the issues of women. The office collaborates and partners with other institutional leaders to ensure women faculty are equitably recruited, retained and advanced.

Vision and Mission

Vision Statement

We shall be the #1 destination for women physicians and scientists in cancer treatment and research in support of M.D. Anderson's vision to be the premier cancer center in the world.

Mission Statement

Be the model for cancer centers in the effective recruitment, retention, and advancement of a diverse faculty of women by creating an institutional culture where women physicians and scientists choose to be.

Women Faculty Programs Long Range Strategic Plan (Approved June 2008)

Goals

1. Create a fact based institutional view of the status of women faculty to guide decision-making and accountability. [MDACC Goal(s): 1.1, 2.1, 3.1, 5, 6, 7] [EVP Goal 1]
2. Extend the current organizational framework to encompass gender and related organizational change issues and imperatives. [MDACC Goal(s): 1.1, 2.1, 3.1, 5, 6, 7] [EVP Goal 3]
3. Establish and implement professional development and mentoring programs and initiatives for women faculty. [MDACC Goal(s): 5] [EVP Goal 3]
4. Expand recognition within MDACC of the roles of internal and external women in science and medicine. [MDACC Goal(s): 3, 5] [EVP Goal 3]

All WFP Goals Support MDACC Values of Caring, Integrity, and Discovery.

Goals for 2008 Academic Year

- Goal 1** To continue and enhance existing programs and develop new programs to meet goals
- Goal 2** To create a fact based institutional view of the status of women faculty at MDACC
- Goal 3** To extend the organizational framework to encompass gender and related organizational change issues and imperatives
- Goal 4** To develop competencies for chairs/division heads for negotiating, understanding/navigating issues related to balanced gender participation and skills for recruitment/advancement of women faculty
- Goal 5** To develop programs/initiatives supporting mentoring for women, recognition of women faculty, raise visibility of women in science
- Goal 6** To establish a highly collaborative network with stakeholders

Goal 1: To continue and enhance existing programs and develop new programs to meet goals

- Hired Project Director December 2007 to provide program and project support for the work of Women Faculty Programs
- Provided event programming for AY2008 that consisted primarily of professional development, mentoring, and networking opportunities for women faculty:
 - Women Leading The Way Lecture Series
 - Nancy Hopkins, Ph.D.
 - Carol Cass, Ph.D., FRSC, FCAHS
 - Renu Khator, Ph.D.
 - Mentoring/Networking
 - Networking Breakfast with Elain Fuchs-Young, Ph.D., NAS Member
 - Table Talk Breakfast with various senior faculty and administrators
 - Ellen Rothenberg, Ph.D., (NAS Member)
 - Its All About You! Your Professional Development Journey – Vicki Vandever, Ph.D.
 - Holiday Reception in honor of women faculty who were promoted and/or tenured or received prestigious award (IOM, HHMI, NAM)
 - FLA Graduate Seminar Presentation by Clyde Evans, Ph.D.
 - WFP Townhall Meeting

Goal 2: To create a fact based institutional view of the status of women faculty at MDACC

- Hired Metrics Analyst December 2007 to provide research and analytical expertise for successful completion of departmental goals and initiatives
- Established access to data for analysis
 - Faculty databases
 - Participation in the FIS Report Team
- Created database of external national and international awards with calendar of nomination deadlines including process for tracking outcomes
- Developed metrics and benchmarks to assess:
 - Gender demographics and equity
 - Tenure awards and renewals
 - Promotions
 - Women faculty in leadership positions
 - Faculty leadership searches for gender equity
 - Faculty salaries
- Completed annual analysis of the status of women faculty and presented at WFP Town Hall Meeting held at end of FY08. Topics included:
 - Status of women faculty
 - Satisfaction survey results
 - Accomplishments and future goals
- Completed 2008 Satisfaction Survey of women faculty
 - Majority (78%) of respondents were aware of WFP's mission and goals and were familiar with and attended events sponsored by WFP
 - Majority (81%) of respondents attend WFP events and indicated they were high quality, well organized, offered an opportunity to network, and were a benefit to their professional development
 - Based on survey responses, WFP found several opportunities for improvement:
 - Establish an Internet presence
 - Improve ease and clarity of email correspondence
 - Target subgroups and clearly communicate the target audience
 - Improve access by
 - Rotating venues and time of events
 - Utilizing live feed to remote campuses
 - Recording major events to post on website
 - Increase awareness of all WFP activities and share our successes
 - Annual Town Hall meeting
 - Website
- Conducted assessment of all WFP events to improve programs and guide future programs/initiatives
 - Over 95% of participants who completed evaluation are very satisfied with the quality and content
- Expanded WFP Intranet and tracked website activity to improve effectiveness of communication and quality

- Number of visits has increased by 19%
- Added to the body of knowledge about women in science and medicine
 - AAMC – GFA Meeting, presented poster “Optimizing the Advancement and Recruitment of Women Faculty and Leaders at M. D. Anderson Cancer Center”
 - AAMC – Annual Meeting, poster accepted and will present November 2008

Goal 3: To extend the organizational framework to encompass gender and related organizational change issues and imperatives

- Revised Leadership Search Policy (Policy #ACA0022)
 - Women and/or minority must be on “short list” sent to the President
 - AVP reviews search committee membership prior to approval
 - AVP serves on every search committee
- Of seven leadership searches, three women were appointed:
 - Karen Fields
 - Margaret Row
 - Guillermina Lozano

Outcome (as of AY08)

	# of leadership searches	# of women on "short list"	# of women appointed
Completed Searches	6	6	3

- One leadership search (Division of Cancer Prevention & Population Sciences) had two women on the shortlist
- Proposed policy: Extension of Tenure Clock (not requiring approval)
 - Policy proposal has passed through institutional committees and is awaiting approval of President’s Advisory Board
- Reviewed institutional policies and built knowledge base of best practices for two policies – disposition currently on hold
 - Less than fulltime status
 - Maternity leave
- AVP recommended 85 women for 11 institutional committees
- AVP participated in annual faculty salary review.
 - Six faculty received salary adjustment
 - Two faculty received retention packages

Goal 4: To develop competencies for chairs/division heads for negotiating, understanding/navigating issues related to balanced gender participation and skills for recruitment/advancement of women faculty

- AVP made 14 presentations regarding the status of women faculty to various institutional committees, departments and divisions. Presentations at the department and division level included an analysis specific to their area.

WFP Meeting Schedule - Dept Chairs/Div Heads/Others		
Date	Name	Meeting Type
09/06/07	Radiation Physics - Patient Care	Initiatives to Support Women Faculty
09/20/07	Junior Faculty Development Program	Initiatives to Support Women Faculty
10/02/07	Radiation Physics - Patient Care	Initiatives to Support Women Faculty
10/18/07	THMMO Faculty Meeting	Initiatives to Support Women Faculty
11/14/07	Division Administrators Meeting	Initiatives to Support Women Faculty
11/21/07	Division Heads Meeting	Initiatives to Support Women Faculty
01/04/08	Management Committee Meeting	Women Faculty Programs - Update
01/14/08	Pathology	Initiatives to Support Women Faculty
01/16/08	Basic Science Research	Initiatives to Support Women Faculty
01/25/08	Division of Cancer Medicine	Initiatives to Support Women Faculty
02/07/08	Radiation Oncology	Initiatives to Support Women Faculty
03/08/08	Epidemiology	Initiatives to Support Women Faculty
05/02/08	Division of Cancer Medicine	Initiatives to Support Women Faculty
05/15/08	Internal Medicine	Initiatives to Support Women Faculty

- Expanded WFP Intranet site in July 2008 to include “Creating a Culture” page highlighting leaders who are making significant contributions to the successful recruitment, retention, and advancement of women faculty
 - General Internal Medicine, Ambulatory Treatment and Emergency Care chaired by Carmen Escalante, M.D. (July 2008)
 - Epidemiology chaired by Margaret Spitz, M.D. (August 2008)
- Hosted/Co-hosted speakers to address issues such as recognizing unintentional bias, navigating essential relationships, and politics related to the advancement of women
 - Women Leading the Way Lecture Series – 3 lecturers
 - FLA Graduate Seminar Presentation ‘Leadership and Culture Change’ focused on the role of leaders in creating a culture where the best and most diverse workers want to be - Clyde Evans, Ph.D.
- Participated in six faculty leadership searches in FY08 by
 - Providing information on available pool of women faculty to search committees
 - Providing list of potential female applicants to search committees
 - AVP serving on search committees

- AVP reviewing search committee membership prior to approval to ensure balanced gender representation
- Established a process for tracking outcomes of leadership searches (See Goal 3 for outcomes)
- AVP met with women faculty recruits at the invitation of chairs or division heads
 - Dr. Michael Fisch, Chair Ad Interim, Surgical Oncology
 - Dr. Eugenie Kleinerman, Division Head, Pediatrics – Patient Care
 - Dr. Robert Gagel, Division Head, Internal Medicine
 - Dr. Thomas Buchholz, Chair, Radiation Oncology
 - Dr. Steven Sherman, Chair, Endocrine Neoplasia and Hd
- Engaged 33 chairs/division heads/vice presidents in identifying women faculty for high profile awards and professional development opportunities

Goal 5: To develop programs/initiatives supporting mentoring for women, recognition of women faculty, raise visibility of women in science

- Completed the book “Legends and Legacies: Personal Journeys of Women Physicians and Scientists at M. D. Anderson Cancer Center”
 - Book is scheduled for printing August 2008 with internal rollout scheduled for October
- Developed and implemented a process for selection of candidates for award nominations
 - Established candidate selection committee
- Nominated women faculty for prestigious awards within and outside of MDACC
 - Nominated 2 women for internal awards (1 awarded)
 - Nominated 4 women for external awards (2 awarded)
 - 1 scientific awards (not awarded)
 - 3 women in science and medicine awards (2 awarded)
 - Provided assistance or support letter for 12 women for nominations made by others in the institution (5 awarded)
 - 9 scientific awards (3 awarded)
 - 1 woman in science award (not awarded)
 - 2 other awards (2 awarded)
- Recognized women in science and medicine by hosting
 - Three Women Leading the Way Lecturers
 - One prominent woman in science lecturer – NAS member
 - 2007 Holiday Reception honoring women faculty who were promoted and/or tenured or received prestigious award (IOM, HHMI, NAM)
- AVP conducted 30 individual mentoring/coaching sessions with women faculty
- Established Women Faculty Leaders Group, which began meeting regularly in May 2008
- Identified and supported women faculty for external professional development
 - One faculty member accepted to ELAM
 - Dr. Sharon Dent
 - Four faculty members accepted to attend AAMC Professional Development Seminars
 - Dr. Lonsetta Newman – Early Career
 - Dr. Constance Albarracin – Early Career
 - Dr. Zhongxing Liao – Mid Career
 - Dr. Maria Suarez-Almazor – Mid Career
- Recognized MDACC women faculty on website
 - Featured 11 Women Leading the Way
 - Highlighted over 40 women faculty who received Honors and Awards
- Completed preliminary Talent Management research. Identified and recruited Talent Management Task Force members and set initial planning meeting for October 28, 2009. Task Force is charged with developing and implementing a comprehensive talent management program for faculty.

Task Force Members:

- Elizabeth Travis, Ph.D., Associate Vice President, Women Faculty Programs
- Stephen Tomasovic, Ph.D., Senior Vice President, Academic Affairs

- Janis Apted, Associate Vice President, Faculty Development
- Danna Kurtin, Ph.D., Associate Vice President, Faculty Academic Affairs
- Walter Baile, M.D., Professor, Behavioral Science
- Michael Fisch, M.D., Chair Ad Interim and Associate Professor, General Oncology
- Martin Raber, M.D., Special Advisor and Clinical Professor, GI Medical Oncology
- Scott Doak, Executive Director- Talent, Human Resources Administration
- Victoria Thompson, Ph.D., Project Director, Faculty Development
- René Wharton, Ed.D., Project Director, Women Faculty Programs

Goal 6: To establish a highly collaborative network with stakeholders

- Collaborated with network members to remain current with resources, services, programs, and initiatives available within the institution to reduce redundancy and improve WFP effectiveness.
 - Co-sponsored to bring three external speakers to MDACC
 - Carol Cass, Ph.D. co-sponsored with Department of Systems Biology
 - Ellen Rothenberg, Ph. D. co-sponsored with Department of Molecular Genetics
 - Clyde Evans, Ph.D., co-sponsored with Faculty Development
 - Promotion and Tenure Table Talk Breakfast co-sponsored with Faculty Development
 - Actively collaborated in the development and maintenance of the Center for Faculty Excellence
- Collaborated with small advisory group to identify potential research questions for NIH grant proposal - RFA-GM-09-012: Research on Causal Factors and Interventions that Promote and support the Careers of Women in Biomedical and Behavioral Science and Engineering
- Advisory Committee met on June 19, 2008 to discuss fundraising for 'Legends and Legacies' book, suggestions for use of proceeds, 2009 WFP goals, and the upcoming visit by Virginia Valian

Other Initiatives

- Completed and implemented WFP Long-range Strategic Plan
 - Aligned with MDACC goals and objectives
 - Approved June 2008
- Established Margaret L. Kripke Legend Award
 - Secured endowment and five-year commitment to fund award reception
 - Established award process and selection committee
 - Solicitation of nominations (June 27, 2008 to September 15, 2008)
 - Award Presentation planned for March 2009
- Completed WFP Team Alignment (Janet Bickel, Ph.D.)
- Continued to build network of women in science and participated in opportunities to share learned information
 - Invited women in science interviews and speaking engagements
 - Dr. Elizabeth Travis interviewed by Eloquent Women "The Eloquent Woman: A blog on women and public speaking"
 - Dr. Elizabeth Travis invited by University of Toledo (April 2008) to present "Women Physicians and Scientists: Changing the Face of Academic Medicine"
 - Active member of Greater Houston Women's Chamber of Commerce
 - Dr. Reneé Wharton serves as co-chair of Health and Wellness Committee
 - Active member of Texas Women in Higher Education
 - Dr. Reneé Wharton serves on Career Flexibility Policy Task Force