Advancing Women and Minority Faculty

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Women and Minority Faculty Inclusion
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Talent is Universal
Opportunity is Not

N. Kristof, NYT, 1/14/18
Women and Minority Faculty Inclusion

“Making MD Anderson an employer of choice for women & minority faculty and fostering an institutional climate where all can thrive”
Timeline 2007-2018

Women Faculty Programs

2007

2012
1st EAB Review
Drs. Hopkins, Magrane, and Matthews

2016
Women and Minority Faculty Inclusion

2018
2nd EAB Review

Guiding Principles

• Data Data Data
• Customer service
• Get out of the echo chamber
• Increase women in leadership
• It takes a Village
• The women don’t need fixing
Internal Advisory Committee

Include MEN

COO, CMO, CAO  3
Senior Vice Presidents  2
Vice Presidents  5
Division Heads  2
Department Chairs  6
Dean GSBS  1
Senate Member ECFS  1
Faculty  6
Administrative Leaders  3
Lesson 1  Data Data Data Data

Benchmark against AAMC, male faculty, and trend analysis

• Faculty by rank
• Faculty by track
• Junior faculty to senior faculty ratio
• Faculty promotions and tenure actions
• New faculty hires
• Faculty separations
• Faculty leadership
• Leadership searches

Annual analysis of faculty data is presented at Town Hall Meeting
Female faculty increased 6%
Percent of women faculty is on par with the national benchmark
Female Faculty by Rank

- > 50% of women faculty are professors and associate professors
- Fewer assistant professors than the national benchmark
Faculty by Rank - FY 2017

- **Professor (548)**
  - Women: 30%
  - Men: 70%

- **Associate Professor (431)**
  - Women: 41%
  - Men: 59%

- **Assistant Professor (573)**
  - Women: 45%
  - Men: 55%

- **Instructor (181)**
  - Women: 43%
  - Men: 57%
Strategies to Advance Women Professional Development

AAMC* workshops - early, mid-career and minority
• 132 women faculty attended since 2007; 69% minority
• 17 minority male faculty attended since 2013

**Impact:** 3 workshops at MDACC organized by AAMC alumni, CME Attending AAMC workshops now institutional culture

Executive Leadership in Academic Medicine (ELAM)
• 10 ELUMS currently
• 6 ELUMS since 2008; 5 now leaders

Targeted Skill Building
• Communication
• Financial management (4 sessions, year-long)
• Negotiation
• Executive presence

Partner with Leaders
Professional Development

Mentoring, coaching and sponsorship across career:

• Promotion & tenure information panels
• Individual coaching
• Guidance in crafting a powerful synopsis
• Leadership training with Faculty & Academic Development
Lesson 2: Increase Women Leaders

Leadership Strategies

- Policies Matter Revise Leadership Search Policy (FY08)
- Pro-actively identify candidates (AVP and committee)
- Train search committee members
  - Unconscious bias
  - Behavioral interviewing
- Implement Provost’s Protégé Program
Revised Leadership Search Policy (FY08)

- Inclusive search committees (35% women/minorities)
- AVP review of search committee prior to approval
- AVP voting member of leadership search committees
- Women/minority candidates on short list to president or search may be questioned

2016 Adopted Across UT System - Opportunity Rule
Outcomes and Impact

Leadership Search Study - 44 Leadership Searches 2008 - 2015
• Department Chairs, Division Heads, AVP, VP, Provost, Vice Provost

Data:
• Search Committee membership
• Initial list, applicants, interviewees, short list, hired

Results:
Committee membership
✓ 1999-2007 27% women members
✓ 2008-2015 40% women members

Searches (N=44):
✓ 32 (73%) had 1 or more women on short list
✓ 9 had 2 women on short list
✓ 1 had 3 women on short list

Appointments: 65% men, 35% women

Overall 2007 - 12 (15%)  2017 - 25 (27%)
Challenges and Lessons Learned

• Grow Your Own
  • Identify early, groom them
  • Career development ELAM, AAMC
  • Sponsorship

• Intentionality is critical

• Two-body recruits

• Search committee training necessary but not sufficient

• Difficult to re-locate women

Grow Your Own

Michelle Barton, PhD  
Dean, GSBS

Diane Bodurka, MD  
VP *

Valerae Lewis, MD  
Chair *

Sharon Giordano, MD MPH  
Chair

Karen Lu, MD  
Sr VP/CMO *

Guillermina Lozano, PhD  
Chair *

*ELUMS
2016 The Provost’s Protégé Program

2018 Leaders’ Sponsorship Program

Progressive leadership development program

Inaugural Cohort

Sponsors
- Deputy President, COO
- Chief Medical Officer
- Chief Academic Officer
- Associate Vice President, WMFI

6 months at 20% time

Nominated by chairs, heads and faculty senate with nominee statement

Selected by sponsors, faculty senate chair

Jorge Cortes, MD
Karen Basen-Engquist, PhD, MPH
Lavinia Middleton, MD
Salahadin Abdi, MD, PhD
Lesson 3
Make women’s contributions visible

Nominate women for awards

*They are stepping stones to career advancement*

Faculty Achievement Awards
- FY92-2007: 20% women
- FY08-16: 34% women

Of 27 women recipients in 23 yrs, 44% awarded since 2007

Women Leading the Way Lecture Series
Thought Leaders in Diversity Lecture Series

Margaret L Kripke Legend Award (endowed)
President’s leadership Award

2010, 75% (9/12) of institutional awards given to women
Lesson 4: Pay Equity

MD Anderson Annual Salary Equity Analysis, began 1990

- Partnership: Women and Minority Faculty Inclusion, Academic Affairs, Faculty Senate.
- Institutional benchmark for faculty salaries
- Departments analyzed individually as benchmarks vary by specialty
- Particular attention to women and minorities
- Report sent to leadership listing potential equity issues for each department
- CAO reviews report with department chairs and division heads

- <2% of faculty identified for potential salary adjustment
- Adopted by UT System: Gender Equity Project
Lesson 5

Needed: More than a few good men!

Identify and acknowledge male champions of gender equity
Feature male chairs of gender-balanced departments on WFP website… Females too!

Engage male leaders and faculty in problem solving/solutions
33% (4) of WFP advisory committee are men

Involve men in all initiatives
Ask men to identify and nominate women faculty for prestigious internal/external awards, ELAM, AAMC workshops, etc!
Lesson 6
Scholarship

Sponsorship: A Path to the Academic Medicine C-suite for Women Faculty?
Travis EL, Doty L and Helitzer DL
2013;88(10):1414-1417

Metrics Matter: Periodic analysis of data relevant to status of women faculty at MDACC

Letter to the Editor
“Sponsors for Women”
Elizabeth L. Travis
02/2013

The New York Times

NIH R01 Grant
“Gatekeepers and Gender Schemas”
Gains are fragile; constant vigilance required to sustain advances.
Summary of Progress 2007-2017

Major Milestones

2007
- Women Faculty Programs Established

2012
- First EAB Review
- Drs. Hopkins, Magrane, Matthews

2016
- Expansion to Women and Minority Faculty Inclusion

Leadership Search Policy Change
Legends and Legacies
Kripke Legend Award
Annual Salary Review
Gatekeepers & Gender Schemas

Associate Director Appointment
Division Council on Gender Inclusiveness
President’s Leadership Award
UT System Women’s Initiative Sponsorship Workshop

Provost’s Protégé Program → Leaders’ Sponsorship Program
Assoc. Director position → Protégé
UT System Gender Pay Equity Partnership for Careers in Cancer Science & Cancer Medicine

All informed by data collection and analysis.