



**S5208 - Women in Psychiatry: Career Advancement, Academics,  
Advocacy and Balance: The Real World**

Course Director: *Isabel Schuermeyer, M.D., M.S.*

Monday, May 16, 2016

Marriott Marquis - International 7



#APAAM2016

psychiatry.org/  
annualmeeting

**S4637**

AMERICAN  
PSYCHIATRIC  
ASSOCIATION  
**ANNUAL MEETING**  
May 14-18, 2016 • Atlanta



Women in Psychiatry: Career  
Advancement, Academics, Advocacy  
and Balance. The Real World.

APA Seminar  
Falcone, Franco, Funk, Jacobs &  
Schuermeyer

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Disclosure

- With respect to the following presentation, there has been no relevant (direct or indirect) financial relationship between the party listed above (and/or spouse/partner) and any for-profit company in the past 24 months which could be considered a conflict of interest.
- But, we don't have all the answers either....

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Motivation for this topic

- Medical school
- Residency
- Women's Professional Staff Association
- APA Workshop

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**Goals for today**

- Learn about the challenges women psychiatrists face
- AND how YOU can effectively handle these situations

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**Goals for today**

- Interactive format
  - Practice scenarios
  - Please bring up your own examples for discussion
- Treat this like Las Vegas = what is said in here, stays in here

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**Goals for today**

- Identify obstacles that women in psychiatry face compared to their male colleagues and learn ways to promote equality in their workplace.

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**Goals for today**

- Learn ways to effectively negotiate, network and seek mentoring.

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**Goals for today**

- Identify ways of managing outside pressures (such as motherhood), despite working in a high pressured field.

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**Our team!**

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### Our team Intro & Disclosures

- All used to work at the same place – academic  
– Now one of us is working in a slightly different setting, but still academic
- All married and have kids
- We are NOT perfect

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### Tatiana Falcone, MD



- Child and Adolescent psychiatrist
- Research emphasis
- To discuss: Research

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### Kathy Franco, MD



- CL Psychiatrist
- Associate Dean of CCLCM medical school
- To discuss: Career ladder

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### Margo Funk, MD



- CL psychiatrist
- Director of Consultation-Liaison Service
- To discuss: Motherhood

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### Karen Jacobs, DO



- Outpatient psychiatry
- Past president of the Ohio Psychiatric Physicians Association
- Residency Training Director
- To discuss: Advocacy

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### Isabel Schuermeyer, MD



- CL psychiatrist
- Director of Psycho-Oncology
- Session director

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### Introductions

- What is one thing that you would like to learn, accomplish or discuss today?

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### Interactive Session #1

- You are wanting a promotion in your department. Although your goal is to be the director of outpatient services, the current director is 15 years senior to you and is not at a point of wanting to leave.
  - What would be other opportunities that could put you in line with the position?

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### Interactive Session #1

- You decide to pursue director of the much smaller ECT service. While you are talking with others about your interest, it becomes clear that a male colleague, who is junior to you, is being considered for this position.
  - What should you do?

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### Interactive Session #1

- Think about your career goals. Can be anything – within next year or a 10 year plan
  - Write down 3 ideas
- Pair up with someone at your table
  - Share ONE of your goals

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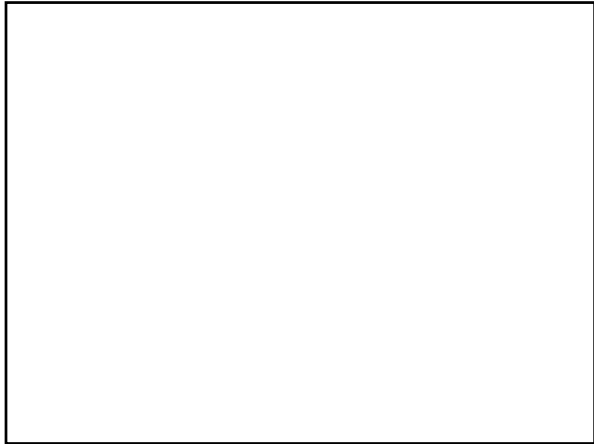
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**Interactive Session #2**

- Game change exercise

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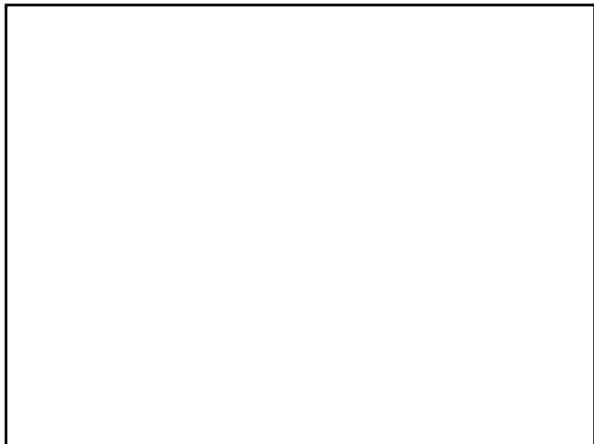
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### Interactive Session #3

- Focus on work-life balance
- Write down the one thing that causes the MOST difficulty in work-life balance
- Meet in small groups to discuss
  - Women that have had the same challenge and succeed in the balancing act
  - What you have tried that did not work
  - Changes that could allow for a better balance!

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### Conclusion

- Review all the goals from the beginning
- Post-cards
- Email exchanges
  
- Questions!

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## WOMEN IN LEADERSHIP POSITIONS

KAREN JACOBS D.O.  
PROGRAM DIRECTOR – ADULT PSYCHIATRY RESIDENCY  
CLEVELAND CLINIC FOUNDATION  
APA REPRESENTATIVE  
PAST PRESIDENT  
OHIO PSYCHIATRIC PHYSICIANS ASSOCIATION

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### Membership Statistics

The American Psychiatric Association, founded in 1844, is the world's largest psychiatric organization. It is a medical specialty society representing more than 35,000 psychiatric physicians from the U.S. and around the world.

Consider the following overall demographics of APA members:

U.S.	90%
International	10%
Men	62%
Female	38%
Board certified	83%
White	70%
Minorities	30%

**APA Membership Specialty Breakdown**

Adolescents	20.6%
Geriatric Adults	21.2%
Children	13.6%
Adults	44.6%

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### FIRST WOMAN PRESIDENT AMERICAN PSYCHIATRIC ASSOCIATION

- BORN 1936 TO EASTERN EUROPEAN JEWISH PARENTS 
- GRADUATED UNIVERSITY OF ROCHESTER MEDICAL SCHOOL
- TASK FORCE ON WOMEN FORMED (APA)
- ELECTED AS FIRST WOMAN PRESIDENT OF THE MASSACHUSETTS PSYCHIATRIC SOCIETY – 1975
- PROFESSOR OF PSYCHIATRY – TUFTS UNIVERSITY COLLEGE OF MEDICINE – 1979
- **SERVED AS THE FIRST FEMALE PRESIDENT OF THE APA 1985-86**
- **FIRST FEMALE EDITOR-IN-CHIEF OF THE AMERICAN PSYCHIATRIC PRESS - 1986**
- CLINICAL PROFESSOR OF PSYCHIATRY – HARVARD MEDICAL SCHOOL - SINCE 1995
- FOUNDED DIRECTOR OF THE PARTNERS OFFICE FOR WOMEN'S CAREERS – BRIGHAM AND WOMEN'S HOSPITAL -1998- TO THE PRESENT 

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AMERICAN PSYCHIATRIC ASSOCIATION PRESIDENTS




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OHIO PSYCHIATRIC PHYSICIANS ASSOCIATION




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**BRIEF HISTORICAL VIEW OF WOMEN SEEKING POWER**

- "UNTIL RECENTLY, WOMEN HAVE AVOIDED AND HAVE BEEN ENCOURAGED TO AVOID SEEKING POWER IN GOVERNMENT, PUBLIC AFFAIRS, BUSINESS AND THE PROFESSIONS. COMPETITION AND ADVERSARY BEHAVIORS, TRADITIONALLY CONSIDERED NON - FEMININE, ARE DEEMED NECESSARY IN SEEKING POWER AND MOST WOMEN DO NOT MEET THESE CRITERIA."
- WOMEN, LEADERSHIP AND POLITICAL ACTIVISM – NANCY ROESKE, FROM THE BOOK WOMEN PHYSICIANS IN LEADERSHIP ROLES – APA PRESS 1986

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" THE PRESENCE OF MORE WOMEN IN POLITICAL OFFICE CHANGES THE CONTENT AND PROCESS OF EVERY COMPONENT. THEIR SIGNIFICANT PRESENCE STIMULATES ANXIETY AMONG MEN THAT INSTITUTIONAL STANDARDS MAY NO LONGER BE FAMILIAR. "

"ULTIMATELY THE FEAR IS OF WOMEN'S POWER IN THE WORLD OUTSIDE THE HOME AS WELL AS WITHIN THE HOME. ***IF THIS CHANGE OCCURS, WHAT ARE THE ISSUES IN WHICH MEN ARE THE EXPERTS, AND WHERE ARE MEN TO FIND SOURCES OF POWER?***"

WOMEN, LEADERSHIP AND POLITICAL ACTIVISM — NANCY ROESKE, FROM THE BOOK WOMEN PHYSICIANS IN LEADERSHIP ROLES — APA PRESS 1986

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### PERSONALITY CHARACTERISTICS OF WOMEN PHYSICIANS AND POLITICIANS

- HIGHLY SELF RELIANT
- BALANCE DEMANDS UPON HER PRIVATE LIFE WITH AVAILABLE OPTIONS FOR PROFESSIONAL EDUCATION AND CAREER
- ROLE EXTENSION OF PERSONAL VALUES
- OPPORTUNITY FOR SELF EXPRESSION
- SERVING AS A ROLE MODEL
- DESIRE TO HELP PEOPLE

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To the problems of practical politics...

...she brings a fresh approach.



THE EDUCATED WOMAN, ANDERSON 1960

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### QUALITIES THAT DISTINGUISH WOMEN LEADERS

- WOMEN LEADERS ARE MORE PERSUASIVE THAN THEIR MALE COUNTERPARTS
- FEELING THE STING OF REJECTION, WOMEN LEADERS LEARN FROM ADVERSITY AND CARRY ON WITH AN "I'LL SHOW YOU" ATTITUDE
- WOMEN LEADERS HAVE AN INCLUSIVE TEAM - BUILDING LEADERSHIP STYLE OF PROBLEM SOLVING AND DECISION MAKING
- WOMEN LEADERS ARE MORE LIKELY TO IGNORE RULES AND TAKE RISKS

CALIPER CORPORATION 2005

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### HISTORY OF WOMEN IN CONGRESS

- JEANETTE RANKIN – FIRST WOMAN ELECTED TO A NATIONAL LEGISLATURE IN ANY WESTERN DEMOCRACY – 1917 (BEFORE THE 19<sup>TH</sup> AMENDMENT WAS SIGNED INTO EFFECT) SHE SERVED IN THE HOUSE OF REPRESENTATIVES
- HOUSE OF REPRESENTATIVES;
- A TOTAL OF 261 WOMEN HAVE SERVED IN THE HOUSE
- THE 114<sup>TH</sup> CONGRESS;
  - 84 WOMEN;
  - 73 INCUMBENTS
  - 11 NEW TO CONGRESS
  - 62 DEMOCRATS, 22 REPUBLICANS
- NEARLY 1/3 OF THOSE SERVING CONGRESS, ARE WOMEN OF COLOR. ALL BUT ONE SERVE IN THE HOUSE. THIS MAKES A RECORD NUMBER OF 33 WOMEN OF COLOR:
  - 18 AFRICAN AMERICANS (17D,1R)
  - 9 LATINAS (7D, 2R)
  - 6 ASIAN AMERICANS/PACIFIC ISLANDERS (6D)

CENTER FOR AMERICAN WOMEN AND POLITICS, EAGLETON INSTITUTE OF POLITICS, RUTGERS UNIVERSITY 2015

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- SENATE;
- A TOTAL OF 46 (29D,17R) WOMEN HAVE SERVED THE SENATE
- 114<sup>TH</sup> CONGRESS;
  - 20 SERVING;
  - 16 INCUMBENTS
  - 2 NEWCOMERS
  - 2 WON RE-ELECTION
  - 14 DEMOCRATS, 6 REPUBLICANS

FOR THE FIRST TIME IN HISTORY WITH THE 113<sup>TH</sup> CONGRESS, THE SENATE ACHIEVED A PRESENCE OF 20% FEMALE, AND HAS MAINTAINED THAT WITH THE 114<sup>TH</sup> CONGRESS

- ONE WOMAN OF COLOR IN THE SENATE; 1 ASIAN PACIFIC ISLANDER

THE FIRST OPENLY GAY FEMALE WAS ELECTED TO SENATE IN 2012

THOUGH THE U.S. IS 238 YEARS OLD, WOMEN JUST STARTED SERVING 97 YEARS AGO, AND UP THROUGH THE 112<sup>TH</sup> CONGRESS JUST 2.2% OF ALL MEMBERS OF CONGRESS, PAST AND PRESENT HAVE BEEN WOMEN.

CENTER FOR AMERICAN WOMEN AND POLITICS, EAGLETON INSTITUTE FOR POLITICS, RUTGERS UNIVERSITY 2015

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## SEEK A SPONSOR

***“A SPONSOR TALKS ABOUT YOU.”***

- PUBLIC SUPPORT BY A POWERFUL, INFLUENTIAL PERSON FOR THE ADVANCEMENT AND PROMOTION OF AN INDIVIDUAL WITHIN WHOM (S)HE SEES UNTAPPED OR UNAPPRECIATED LEADERSHIP TALENT OR POTENTIAL.
- SPONSORS
  - MUST BE HIGHLY PLACED AND INFLUENTIAL
  - SPOTLIGHT AND OPEN DOORS FOR AN INDIVIDUAL
  - PROMOTE CREDIBILITY AND RECOGNITION WITHIN AN INSTITUTION
  - HELPFUL WHEN THE SPONSOR IS A MAN

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## SUPPORT OTHER WOMEN

- GIVE A WOMAN A LEADERSHIP OPPORTUNITY
- HIGHLIGHT ANOTHER WOMAN’S SUCCESS PUBLICLY
- BRING WOMEN TOGETHER IN YOUR ORGANIZATION
  - ESTABLISH A COLLECTIVE VOICE FOR THE NEEDS OF WOMEN PHYSICIANS
    - *WOMEN’S PROFESSIONAL STAFF ASSOCIATION AT THE CLEVELAND CLINIC*

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## REFERENCES

- ❖ APA ARCHIVES
- ❖ OHIO PSYCHIATRIC PHYSICIANS ASSOCIATION
- ❖ WOMEN PHYSICIANS IN LEADERSHIP ROLES – APA PRESS 1986
- ❖ THE EDUCATED WOMAN, ANDERSON 1960
- ❖ CALIPER CORPORATION 2005
- ❖ CENTER FOR AMERICAN WOMEN AND POLITICS, EAGLETON INSTITUTE OF POLITICS, RUTGERS UNIVERSITY 2015
- ❖ WOMEN’S PROFESSIONAL STAFF ASSOCIATION – CLEVELAND CLINIC

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*Thank You!*

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**CONTACT INFORMATION**

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## The Work-Life Juggling Act for the Woman Psychiatrist

Margo C. Funk, MD, MA



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## Predictors of Physician Satisfaction

- Career satisfaction
- Burnout
- Work-life balance

Keeton et al Predictors of Physician Career satisfaction, work-life balance and burnout *Obstetrics and Gynecology* 109, 4 949-955 2007

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## Overview

- Motherhood
  - Maternity leave
  - Returning to work
  - Your child-care team
- Dual-Physician Couples
  - Challenges and Opportunities
  - Who's job takes priority?
- The Workplace
  - Being taken seriously
  - When to say yes, when to say no
  - Negotiating to get what you want and need



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## Maternity Leave

- In residency...
  - Allowed duration of leave is program-dependent
  - American Board of Psychiatry and Neurology
    - No rules regarding “allowed” duration of leave w/o having to make up time as long as requirements met
    - Allows part-time training if at least 50%
    - Must complete training by July 31 to sit for certification exam in September
- FMLA



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## Returning to work...

- Survival mode
  - Sleep deprivation
  - New AM/PM routines
  - Daycare drop-off
  - Emotional overload: worry, sadness, guilt, anger
  - High stress!

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## Returning to work...

- Your peers, coworkers, supervisors will think of you differently – usually not in a good way
  - “not pulling her weight”
  - “not put-together”
  - Alien?
  - Even if parents, they quickly forget – even the women!
- Be aware that these attitudes will be present – do what you can to counteract these impressions

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## Breastfeeding and Pumping

- ACA Fair Labor Standards Act (revised)  
“reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child’s birth each time such employee has need to express the milk  
a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk”
- Insist on your rights
  - calmly and collaboratively
  - can help set precedent for other women in your workplace

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## Your Childcare Team (and beyond)



- It takes a village... assemble a team for help
- Nannies, babysitters, family, other parent/spouse/partner, daycare, school, afterschool programming, sports, neighbors, camp, etc.
- Other help at home (housekeeping, laundry, yard)
- Reduce your stress as much as possible!

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## Dual-Physician Couples

- The Couples Match
- Who’s job takes priority and when?
  - Financially
  - Childcare obligations
  - Training End-Points
- Finding jobs together
  - Academia vs. Not
  - When faced with “re-inventing” yourself

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### Prioritize your partner

- Foundation of the family
- Make the time to keep the relationship healthy
  - Commitment to regularly scheduled “alone” time
  - Pay for the babysitter!
  - Models healthy relationships for the kids

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### Being Taken Seriously at Work: When to say “no” and when to say “yes!”

- We juggle many things and are used to saying “yes”
- We learn that saying “no”
  - is healthy
  - frames good boundaries
  - keeps us sane
  - prevents burnout

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### Being Taken Seriously at Work: When to say “no” and when to say “yes!”

- Unfortunately, unless you’ve already established yourself, saying “no” may communicate:
  - Lack of commitment
  - Lack of interest
  - You can’t handle it
  - Should ask a man to do it instead
- Next time, you may not even be considered
- When you say “yes” it’s essential to do an excellent job

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### Negotiating what you want and need

- Preparation is key
  - Books, on-line resources, leadership courses
  - Is now the right time to ask?
  - Who are you asking?
  - What is his/her communication style?
  - What do you want?
    - Maximum Supportable Position vs. Least Acceptable Result
    - Priorities?
    - Is it appropriate? (e.g. salaries and MGMA)
  - What do *they* need?
  - Do you have leverage?
  - Practice with a coach or a friend

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### Negotiating what you want and need

- In the Moment and After
  - Be aware of communication styles
  - Emphasize your value
  - Present your evidence - *PREPO*®
    - *Point*
    - *Reason*
    - *Evidence*
    - *Point*
    - *Outcome*
  - Stay calm, focused
  - Get it in writing (summary email)

VoicePro Inc.® [www.voiceproinc.com](http://www.voiceproinc.com)

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### Affirmations

- You're doing the best you can at this moment in time
- You're the mom – you know best
- Treat your family as well as you treat your patients



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## Resources

- *Women Don't Ask: The High Cost of Avoiding Negotiation – and Positive Strategies for Change.* Babcock, L and Laschever, S. 2007. Bantam. 272pp.
- *Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want.* Babcock, L and Laschever, S. 2009. Bantam. 336pp.
- *Getting to Yes: Negotiating Agreement Without Giving In.* Fisher, R, Ury, WL, and Patton, B. 2011. Penguin Books. 240pp.

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**Career Ladders:  
An Overview of Options for  
Women Psychiatrists**

**Kathleen Franco, MD**  
Associate Dean for Admissions and Student Affairs  
Professor of Medicine and Psychiatry, CCLCM/CWRU

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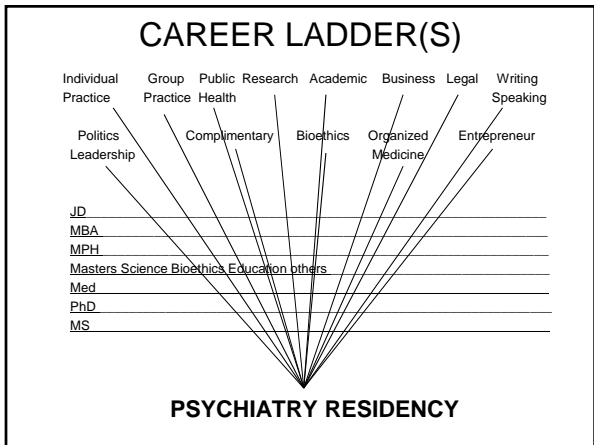
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**History**

Henry VIII Chartered The Company of Barber Surgeons barring women  
They continued to practice anyway...and started schools  
1850 – Women’s Medical College of Pennsylvania  
1874 – London SOM for Women  
1886 – Edinburgh SOM for Women  
1897 - St. Petersburg State Medical University  
1900 - Tokyo Women Medical University  
1902 - Hackett Medical College for Women Guangzhou China

1<sup>st</sup> Female Dean Ann Preston 1813-1872  
1<sup>st</sup> African American Female Dean Barbara Ross-Lee 1993  
Ohio Univ. College of Osteopathic Medicine

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A Good Coach or Mentor Can Teach You How to Avoid the Potholes.

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**Women Physicians**

35% Medical School Faculty  
42% Assistant Professors  
31% Associate Professors  
21% Division or Sector Chiefs  
13% Department Chairs  
13% Deans

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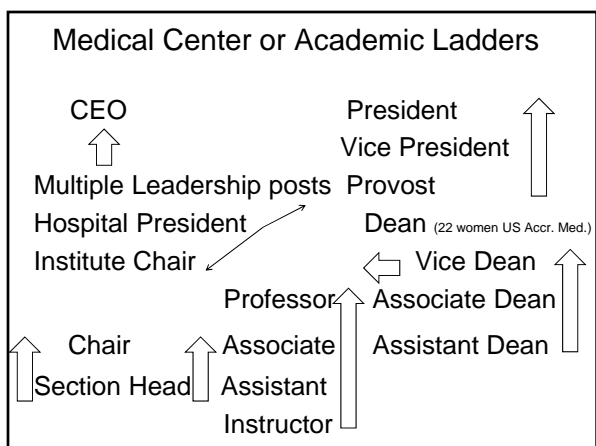
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**Gender Related Differences**  
(n=534 full and interim deans)  
38 women 496 men

Women leaders longer to advance through academic ranks  
Shorter tenures  
Less research – intensive institutes

White , McDade, Yamagata, and Morahan  
Acad Med 2012

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**Women in Leadership Roles**

Deans of Medical Schools	13%
CEO's of Hospitals	12%
Deans of Law Schools	20%
Presidents of Universities	23%

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**Hospital or Large Group Management**

- Leadership Courses/Degrees offered by your hospital
- MBA
- Experience managing

Section ⇨ Department ⇨ Institute ⇨ Hospital

- Be willing to move to take a larger/harder position
- Behave with integrity
- Political yes; but don't sell yourself to the devil

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### Stereotyped Threat

- “Women may not be as good as men at math.” If reminded of stereotype may not do as well.
- More scrutinization of first women in specific leadership roles, may discourage some. First or only from a group, gender or race, eg. First female dean will be observed more critically.
- Positions typically held by a male are described with male characteristics.

Barbara Gabriel – AAMC Reporter May, 2011

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### ELAM: Executive Leadership in Academic Medicine for Women

1998 – grants from women philanthropists  
Increase women leaders (25-48/year)  
Resulting in 22 current or past deans of medical, dental, public health schools; more than 100 department chairs  
Curriculum for women leaders/organizational change  
ELAM Alums score better than non-ELAM on 12 of 15 leadership traits Richman and Magrane AAMC.org 2013

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### Possibilities Why They Are Not in Leadership

1969 women were 9% of medical students  
20% by 1976 women; now 50%  
Women were less likely to go into research intensive careers which in the past was “required” for leadership posts  
Family and career conflicts: child bearing years and career conflicts White et al Acad. Med.  
Bullying/mistreatment frustration with establishment  
Vivian Lee (U of Utah) blog

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**What Counts in a Basic Academic Track?**

**RESEARCH GRANTS**

- \*Papers – peer reviewed
- \*Papers – non-peer reviewed
- Presentations
- Competitive National Meetings
- Local Grand Rounds
- Clinical teaching

**Don't be afraid to ask the Promotions Committee questions!**

**You will have to work harder and longer more likely but don't give up if you want it!**

\* Especially first or last author

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**Personalized Plan**

- What do you want to be when you “grow up”?
- Leadership? What kind? Education? Operations?
- If you don't know, from whom can you find out? ELAM?
- Does the position suit my personality and qualifications (training, experiences)?
- Am I ready to back away from patient care?
- What makes me happiest?

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**Preparation/Experiences For Your Goal**  
eg. Associate Dean of Admissions/Student Affairs

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## If You Are Given A Chance To Assist in Leadership

What to do                      Mistakes I've Seen

- Eager and enthusiastic - Not negative, bossy or competitive
- Support the dean - Don't do what he/she tells you NOT to do
- Be Collaborative - Not Critical of those you want to negotiate with
- Ask Questions and
- Learn from Others - Don't consult legal without the dean's Permission
- Learn Office Politics - Don't try to get others to break rules to promote yourself or family

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What to do                      Mistakes I've Seen

- Use emotional Intelligence and be courteous - Avoid being secretive or passive aggressive when you are angry
- Share creative Ideas - Avoid stealing from others or going around their back
- Ask what you can do to help, take responsibility for it, and get the job done - Don't procrastinate or be overly pessimistic

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K. Franco

Table 18.1 Leadership plan #1

	Volunteer to do a needs assessment or develop plan in that role of improvement	Volunteer currently in that role	Participate in national meetings or program (e.g., AAMC)	Help write a new curriculum or program information review	Help write a new curriculum and collaborate in area	Publish
Course director	✓	✓	✓	✓	✓	✓
Clerkship director	✓	✓	✓	✓	✓	✓
Residency program director (or fellowships)	✓	✓	✓	✓	✓	✓

Adapted from: Coleman et al. [9]

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18 Medical School Deans and Other Senior Administrative Officers

**Table 18.2 Leadership plan #2**

	Achieve leadership role in department or division	Recruitment and retention experience	Participate in key national committees (education)	Public in education change	National leadership in educational cooperative	Business and financial success	Outside design thinking
Dean	✓	✓	✓	✓	✓	✓	✓
Associate dean	✓	✓	✓	✓	✓	✓	✓
Associate	✓	✓	✓	✓	✓	✓	✓
Senior affairs	✓	✓	✓	✓	✓	✓	✓
Curriculum	✓	✓	✓	✓	✓	✓	✓
Vice chair of education	✓	✓	✓	✓	✓	✓	✓

Adapted from Coleman et al. [9]

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18 Medical School Deans and Other Senior Administrative Officers 191

**Table 18.3 Plan of action**

- Volunteer to teach
- Develop excellence in teaching
- Set career goals
- Find a good mentor
- Plan how to gain promotion
- Network locally, regionally, nationally
- Publish in education
- Ask to assist in position you desire
- Learn about skills needed
- Proactively seek opportunities

Adapted from Coleman et al. [9]

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**Thank You!**

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**Women and Research  
Barriers and Opportunities**

Tatiana Falcone MD, FAPA  
Assistant Professor of Medicine  
Director of Project CARE  
Cleveland Clinic

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**Personal Challenges faced by Research  
psychiatrist**

- Struggle with time management
- Struggle with control over the schedule
- Increasing demand of services decreasing number of providers
- Services are good, everybody should be seen
- Lack of mentorship
- Not taking into account your protective time when adding more patients
- Billing and productivity

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**The Matilda Effect**

- The **Matilda effect** is the systematic repression and denial of the contribution of women scientists in research, whose work is often attributed to their male colleagues. This effect was first described in 1993 by science historian Margaret W. Rossiter.
- It is named after the U.S. women's rights activist Matilda Joslyn Gage, who first observed this phenomenon at the end of the 19th century. The Matilda effect is related to the Matthew effect, which states that eminent scientists will often get more credit than a comparatively unknown researcher, even if their work is similar.

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### Inequality

- An influential body of research on gender inequalities in health has developed since the late 1960s We are led to ask, for example, to what extent should the ongoing social change in men and women's lives
- The worlds of work, household and the family, leisure and consumption in western societies be understood in terms of greater equality or greater inequality?

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### Differences between women and men

- There are important difference in funding rates, between women and men
- Men tend to perseverate longer, sending their applications, then get funded.
- With the current level of federal funding, new investigators get funded After sending 7-8 grant applications, most of women researches send up to 3 applications and then stop or change path...

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### Differences between women's and men

- 'invisible woman' - raised concerns about taken-for-granted assumptions about the nature of men's and women's work (for example, that it was the physical conditions of work that counted for men, while for women it was friendship and social support that mattered).

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### Promotions

- JAMA 2000, underrepresented minorities were promoted at a slower rate, despite productivity levels on par with their white counterparts
- The study looked at the promotions of 50,145 full-time faculty who were assistant or associate professors . By 46% of white assistant professors had been promoted, and 50% of white associate professors. At the same time, 30% of underrepresented minority assistant professors were promoted, and 36% of associate professors from this group of black, Mexican American, Puerto Rican and Native American faculty were promoted.

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### Experiences focus groups on minority physicians

- Often feel invisible and isolated.
- Lack supportive mentors.
- Feel cast into a role when asked to perform certain activities.
- Believe they are held to higher performance standards than their peers.
- Find their workplace is silent on racial issues.
- Say policies against discrimination are not discussed, monitored or enforced

Marcella Nunez Smith, MD

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### Under represented minorities

- "Physician, heal thyself." Collectively, we need to heal medicine to eliminate disparities in care wherever they exist -- in hospitals, clinics and doctors' offices throughout the country.
- Currently African-Americans, Hispanics, and American Indians represent a quarter of the US population but only seven percent of physicians, a contributing factor in health disparities.

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### Women in Research

- “Women are still underrepresented in senior academic positions in science. A fundamental restructuring of the way scientists are evaluated is essential to remedy this disparity”.
- Women still make-up only about 19% of tenured US National Institutes of Health (NIH) staff and only about 18% of tenured academics in the European Union
- The drop-off rate is dramatic as women climb the academic ladder; for example, women received 63% and 54% of NIH and National Science Foundation’s predoctoral awards, respectively, in 2007, but only 25% and 23%, respectively, of the faculty grants awarded that year.

Nature Neuroscience Volume: 13, Page: 267 Year published: (2010)

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### Why is the pipeline then so leaky for women?

- Children are undoubtedly a factor; a 2007 survey concluded that women who were married with children were 35% less likely to enter a tenure-track position after earning a PhD than married men with children and 27% less likely than men to achieve tenure on entering a tenure-track job.
- A 2007 survey of 1,300 NIH postdoctoral fellows found a similar trend; women, particularly those with children, were less likely to consider a principal investigator position (45% compared with 69% of men with children).

Nature Neuroscience Volume: 13, Page: 267 Year published: (2010)

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### Factors impacting the gender gap

- Lack of confidence is also another key factor preventing the rise of women. In a recent survey of NIH fellows, both men and women reported a similar self-assessment of professional skills (such as grant writing, oral presentations, etc), but only 40% of women (as opposed to 59% of men) were confident that they would obtain a principal investigator position.
- Assuming that they were successful in obtaining a faculty position, only 45% of women (relative to 55% of men) reported confidence that they would get tenure.

Nature Neuroscience Volume: 13, Page: 267 Year published: (2010)

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### Factors impacting the gender gap

- An analysis of research grant applications from Harvard affiliated institutions showed a similar trend; women were less likely to submit applications, applied for fewer years of funding and requested less research money, despite an absence of bias in the grant-reviewing process

Nature Neuroscience Volume: 13, Page: 267 Year published: (2010)

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### Gender Gap

- There are no quick fixes to close the gender gap, and women abandon academic science careers for complex reasons.
- Unless there is a drastic restructuring of the way academic research is conducted, such as encouraging part-time work, rewarding smaller labs, encouraging more collaborations and lab-sharing, and a fundamental overhaul of how scientists are evaluated and rewarded, women may never make up even close to 50% of this pipeline.
- Given the tremendous competition for funding and the limited funds available for research, one could argue that, so long as these highly trained women are finding attractive jobs elsewhere, there is no real urgency in demanding change. Nature Neuroscience Volume: 13, Page: 267 Year published: (2010)

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Negotiate your way to  
success. You are in charge of  
your Career  
Thanks

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Thank you  
Perseverance is the name of the  
game

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