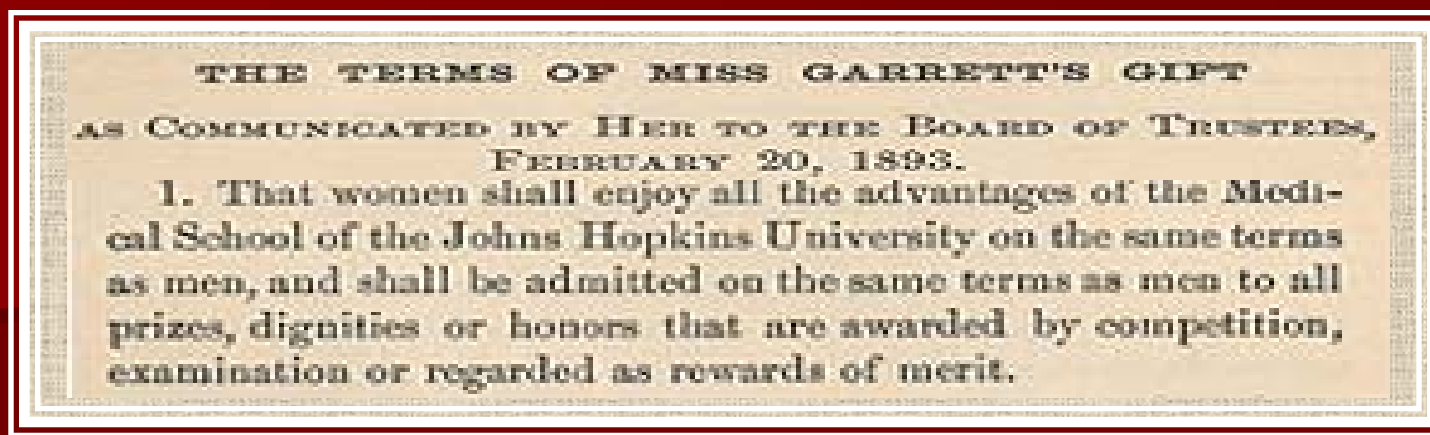


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Women's Leadership Council Report

Overview of the Report on Leadership and Membership
Representation

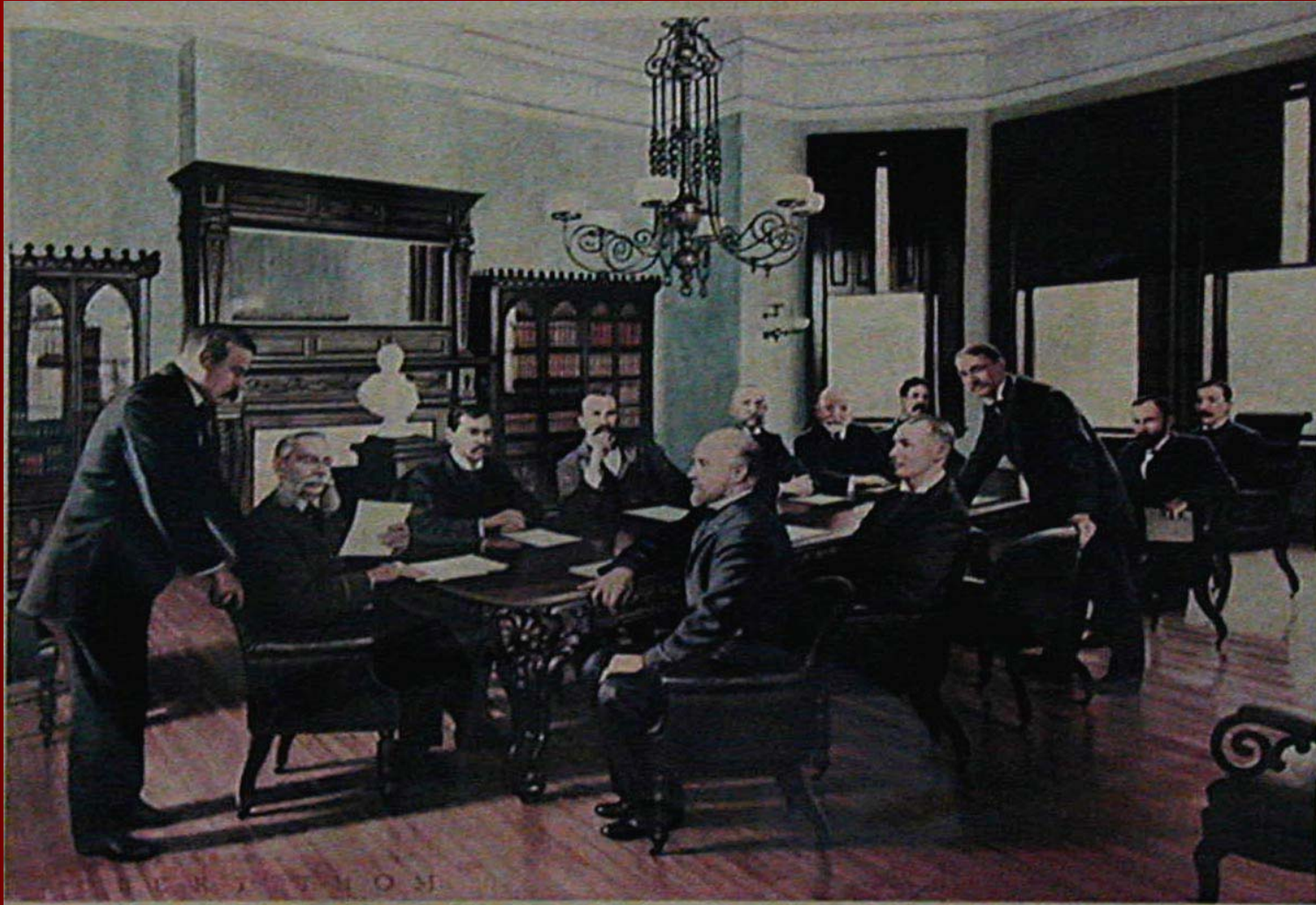
The Johns Hopkins School of Medicine
1996-1997 and 2006-2007



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How Well Did this Manifesto Translate to Practice?

Early Board Room Hopkins Hospital/School of Medicine



Johns Hopkins School of Medicine Early Clinical and Academic Chiefs and Residents



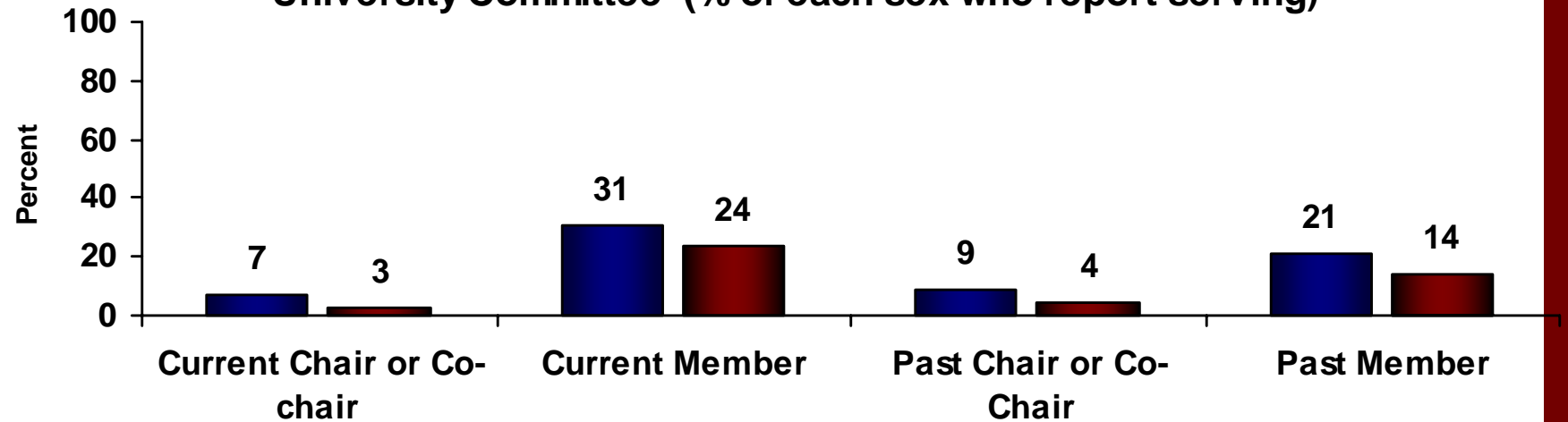
Background 2004 Faculty Survey

- Individuals overall indicated that their involvement in decision-making committees was low.
- Women's involvement was reported to be lower than men, as was satisfaction.

Background: Perceptions Faculty Survey 2004

■ Men ■ Women

Self-Reported Service on a School or University Committee (% of each sex who report serving)



Percent lower for women →

57%

23%

55%

33%

Current Study

- A statistical examination was conducted to determine the actual composition of committees with regard to gender, examining 2006-2007, and 10 years prior 1996-1997.

Methods: Committee and Leadership Representation by Gender

Data Sources

- On-line Catalogue 2006-2007
- Printed Catalogue Academic Year 1996-1997
- Proportion of women listed on each standing committee was enumerated.

Significance Testing 2006-2007

- The percentage of women was compared to two standards
 - (1) equality of men and women (0.50 or 50%)
 - (2) proportionality (~ 0.33 or 33% in 2006)

Methods II: Committee and Leadership Representation by Gender

Additional Information Provided on Charted Data

- **Number (N) Expected 2006-2007 Committee**

Total number of women predicted under either equality (50%) or proportionality (33%).

- **Number (N) Needed 2006-2007**

Number of women needed to achieve either equality or proportionality on a Committee without increasing its the size, (basically how many men would be ultimately replaced by women to achieve 50% or 33% representation).

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Results

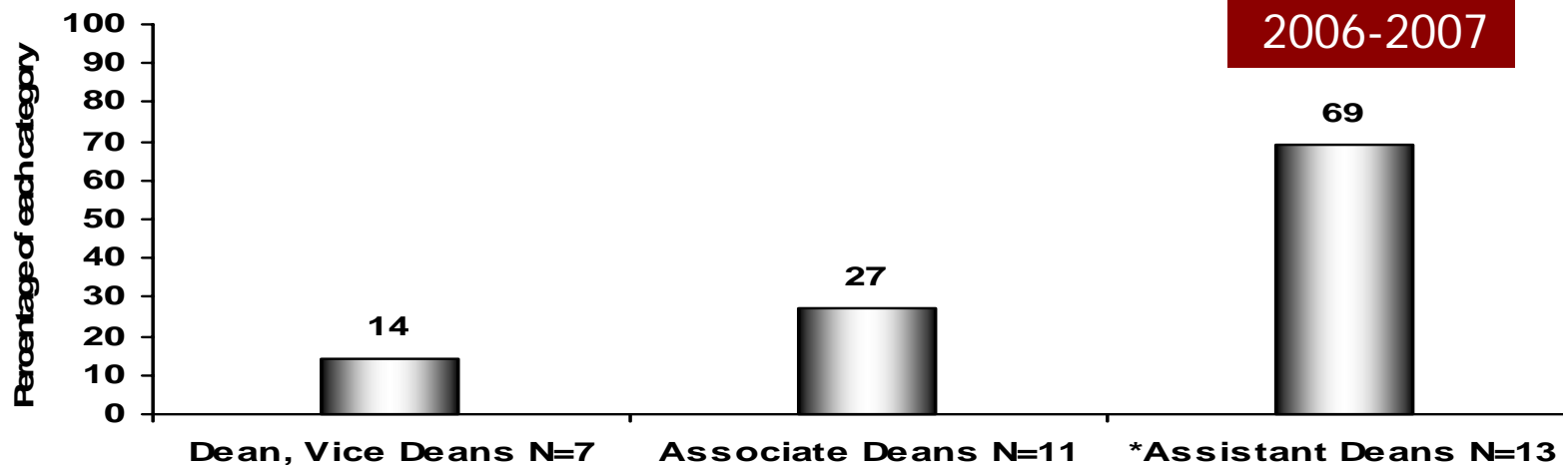
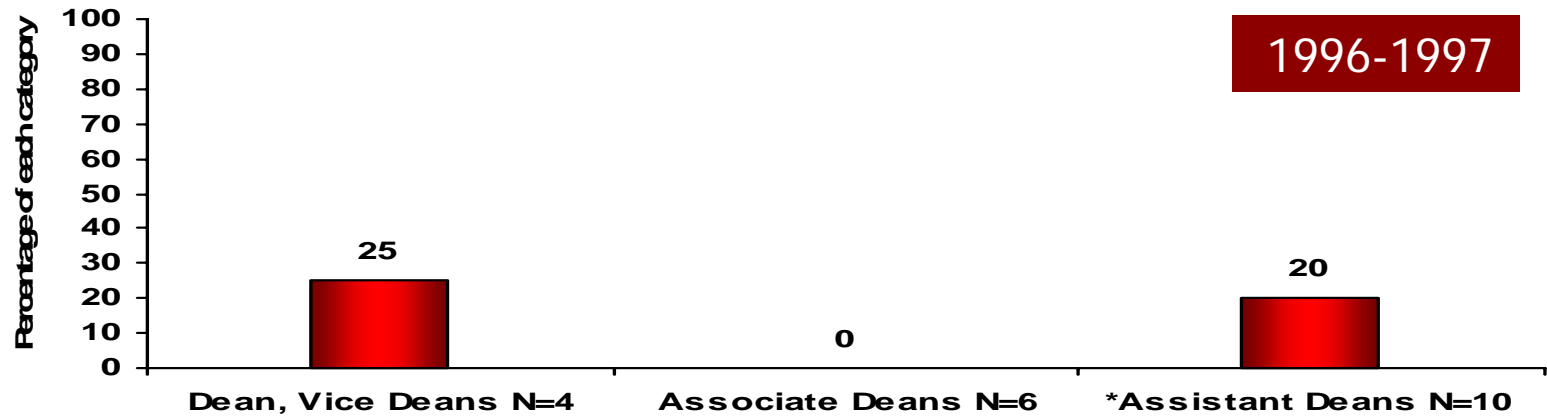
Standing Committee and Leadership Representation



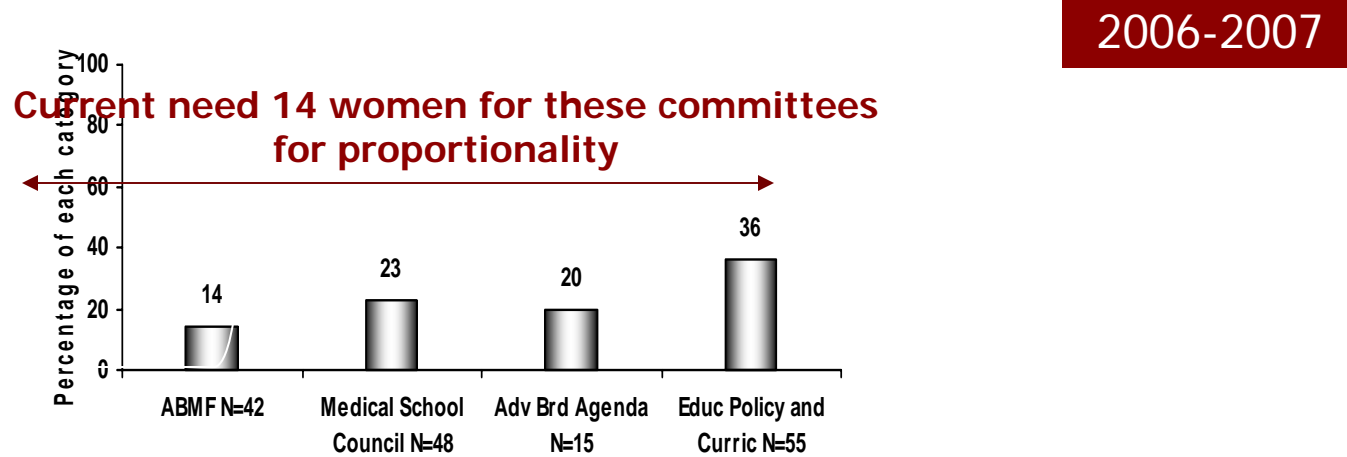
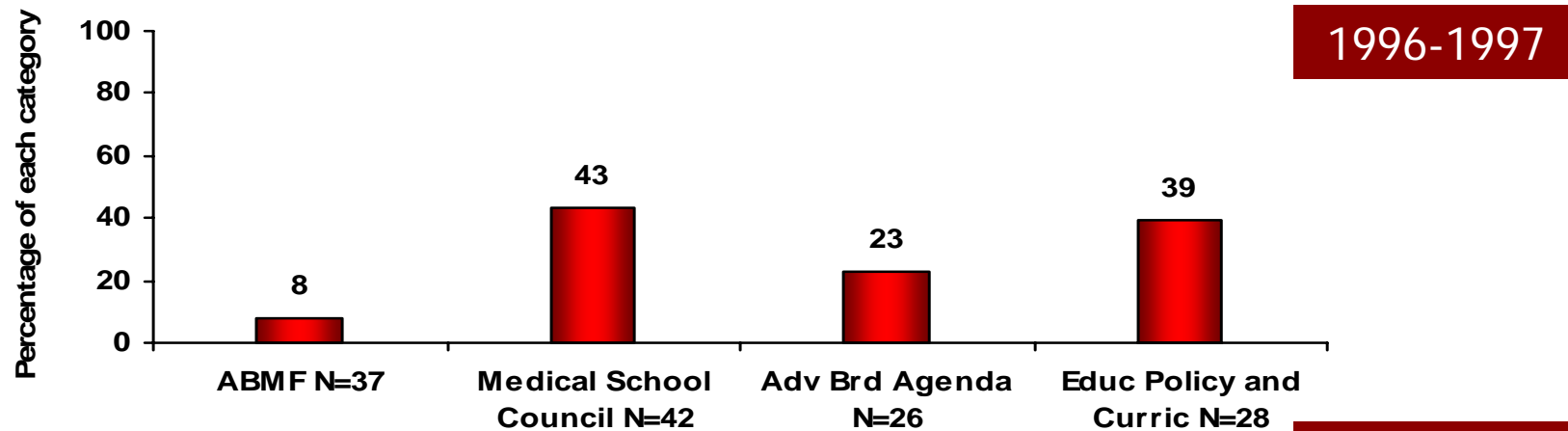
2006-2007

1996-1997

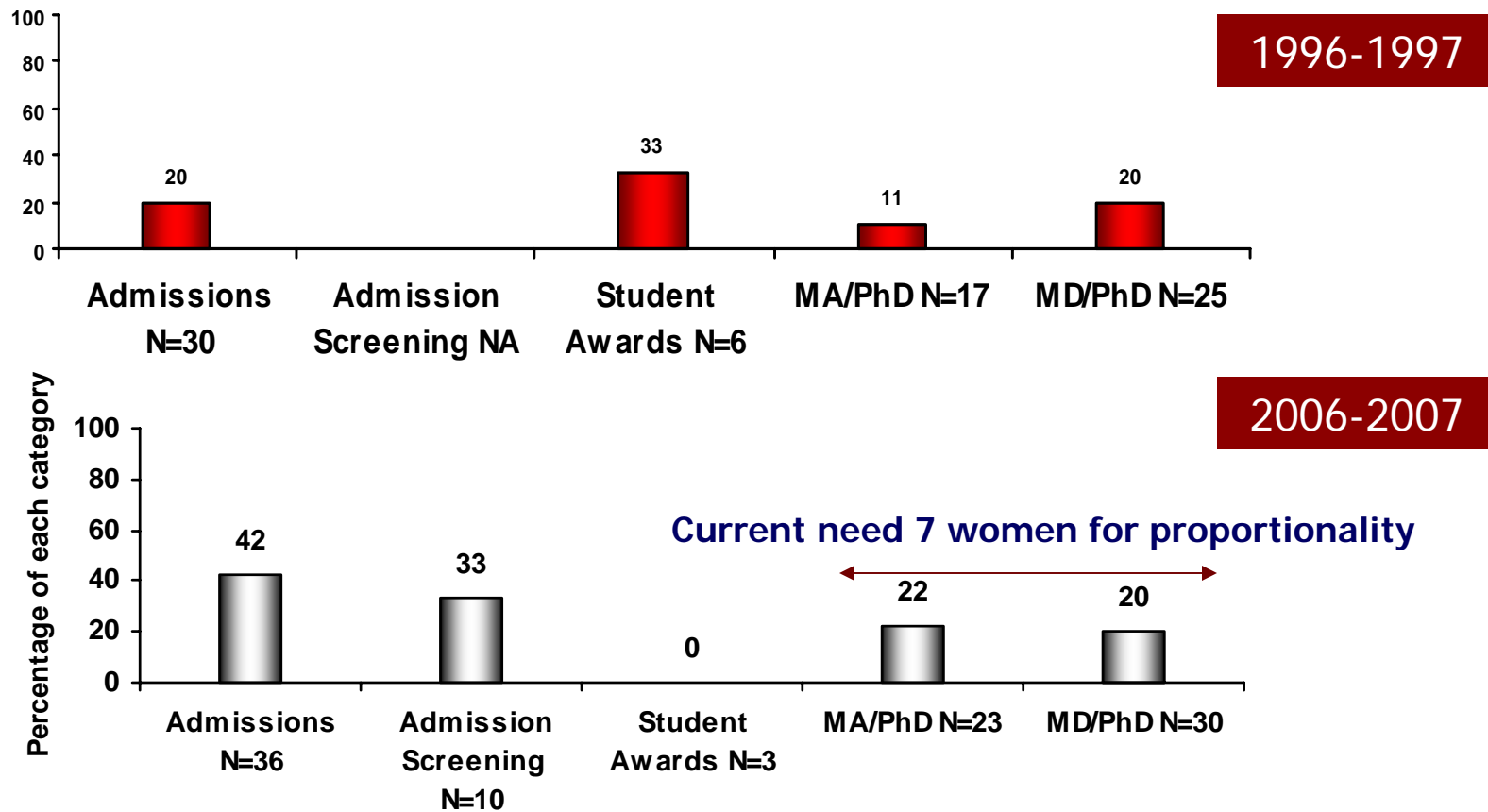
Deans/Vice Deans, Associate and Assistant Deans



Advisory Boards

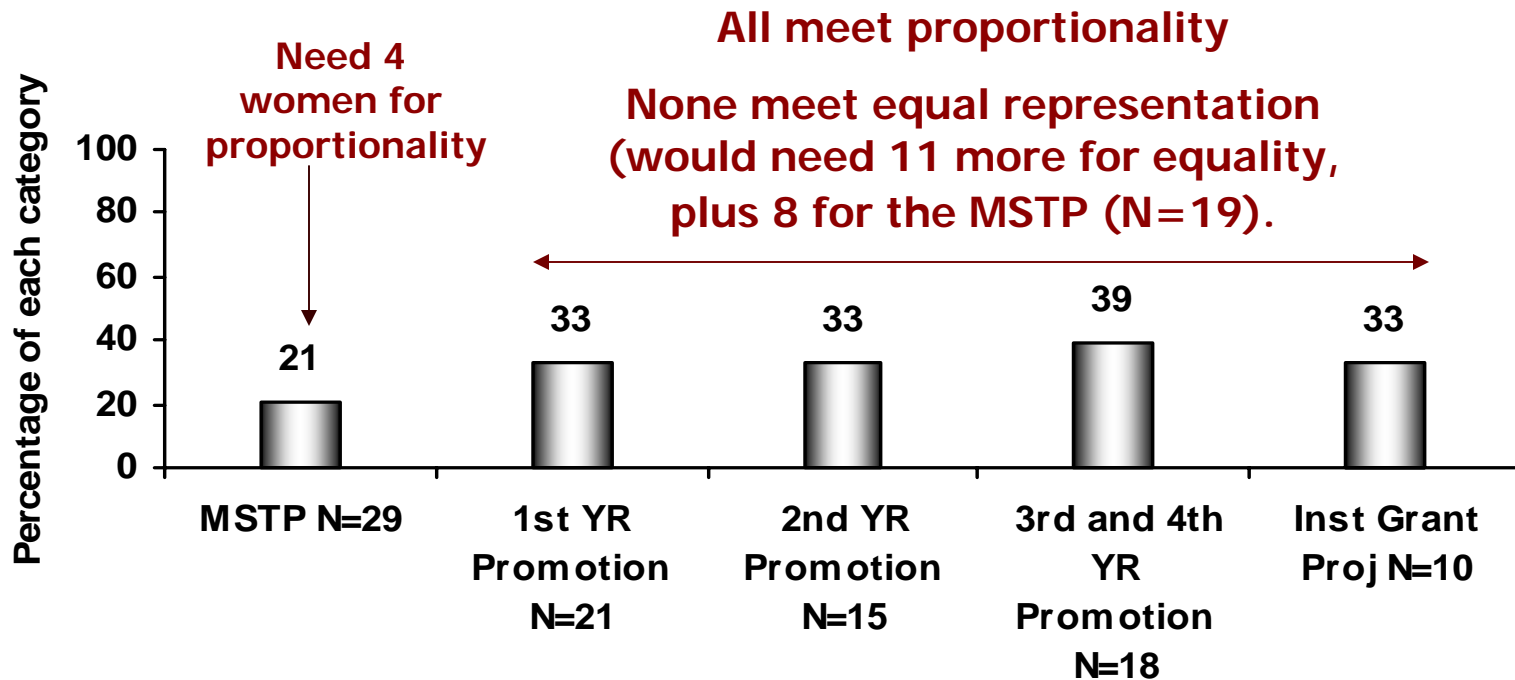


Admissions and Related Committees

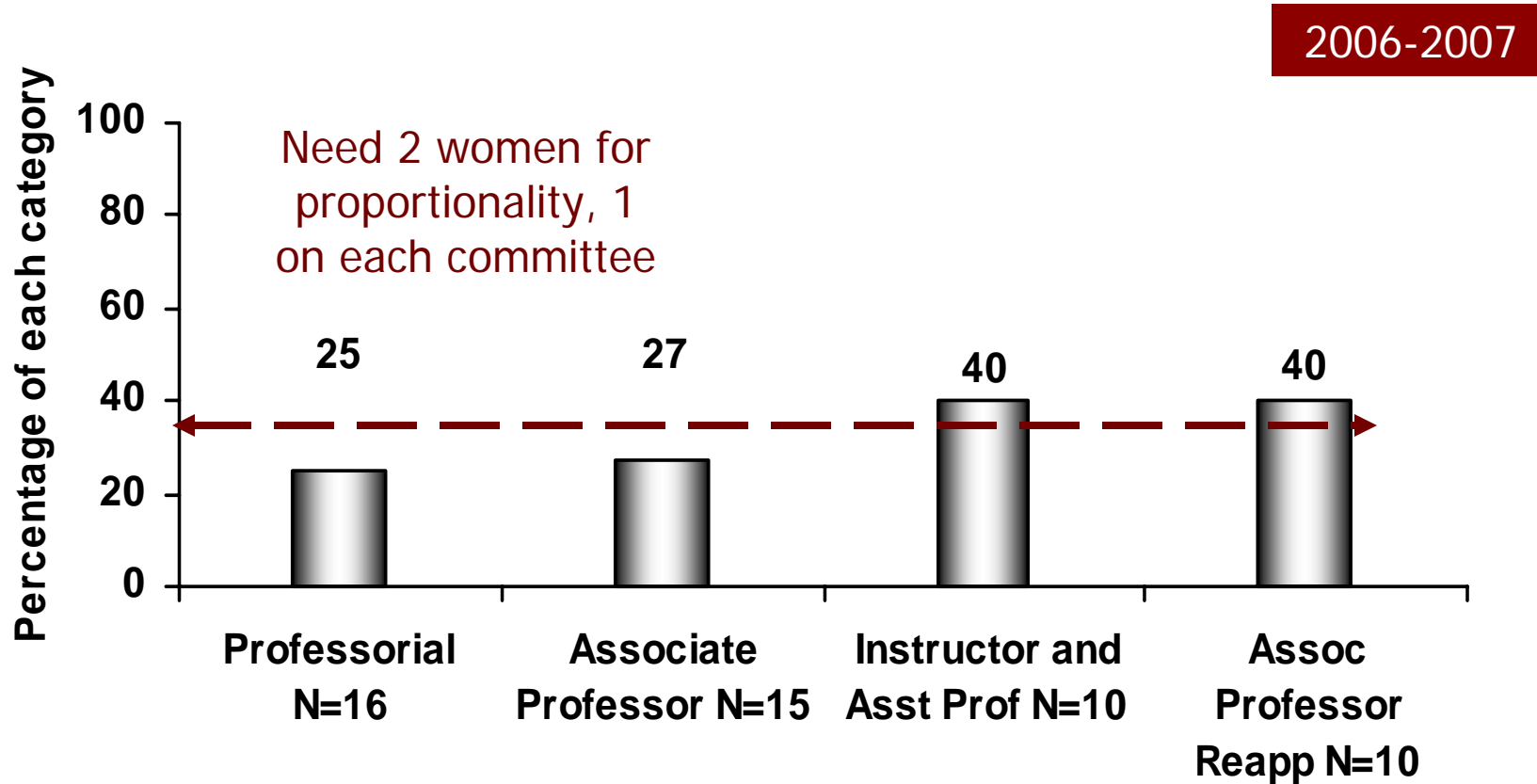


Student Advancement and Training Committees

2006-2007

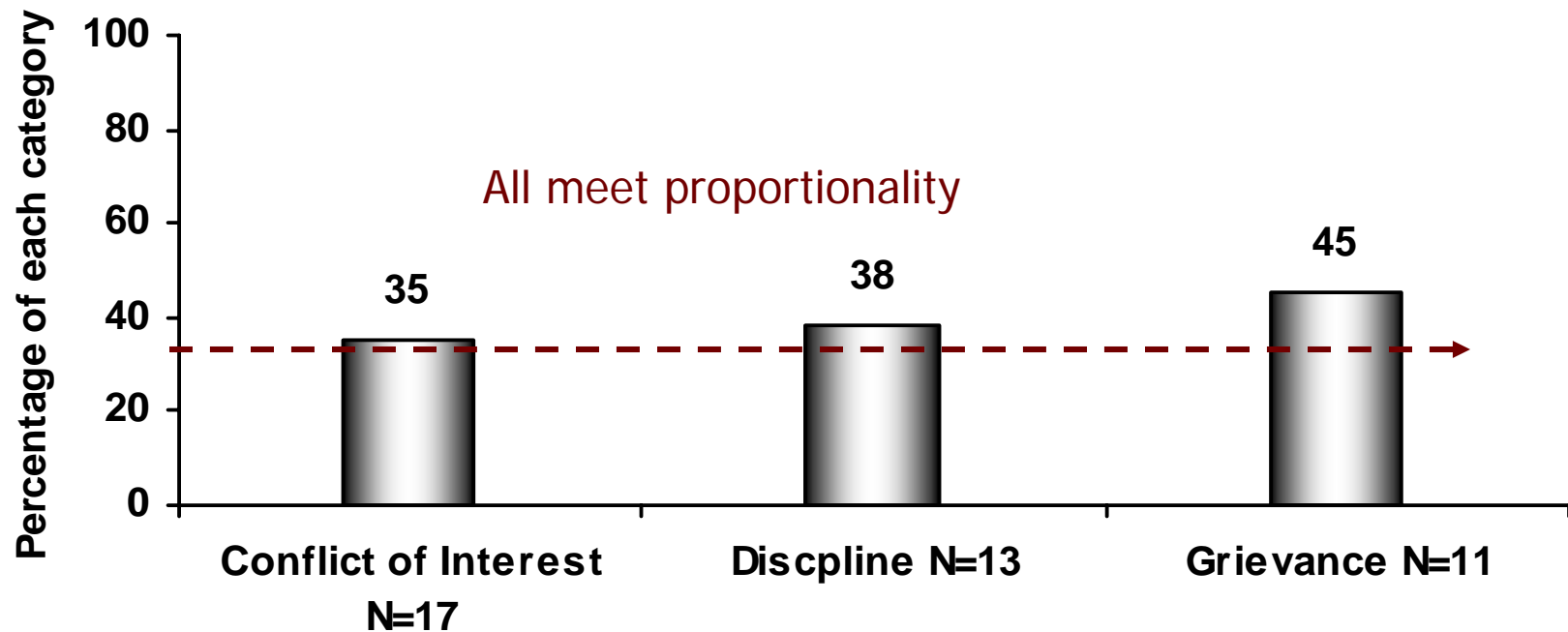


Promotions and Appointments Committees



Committees Oriented to Professional Behavior

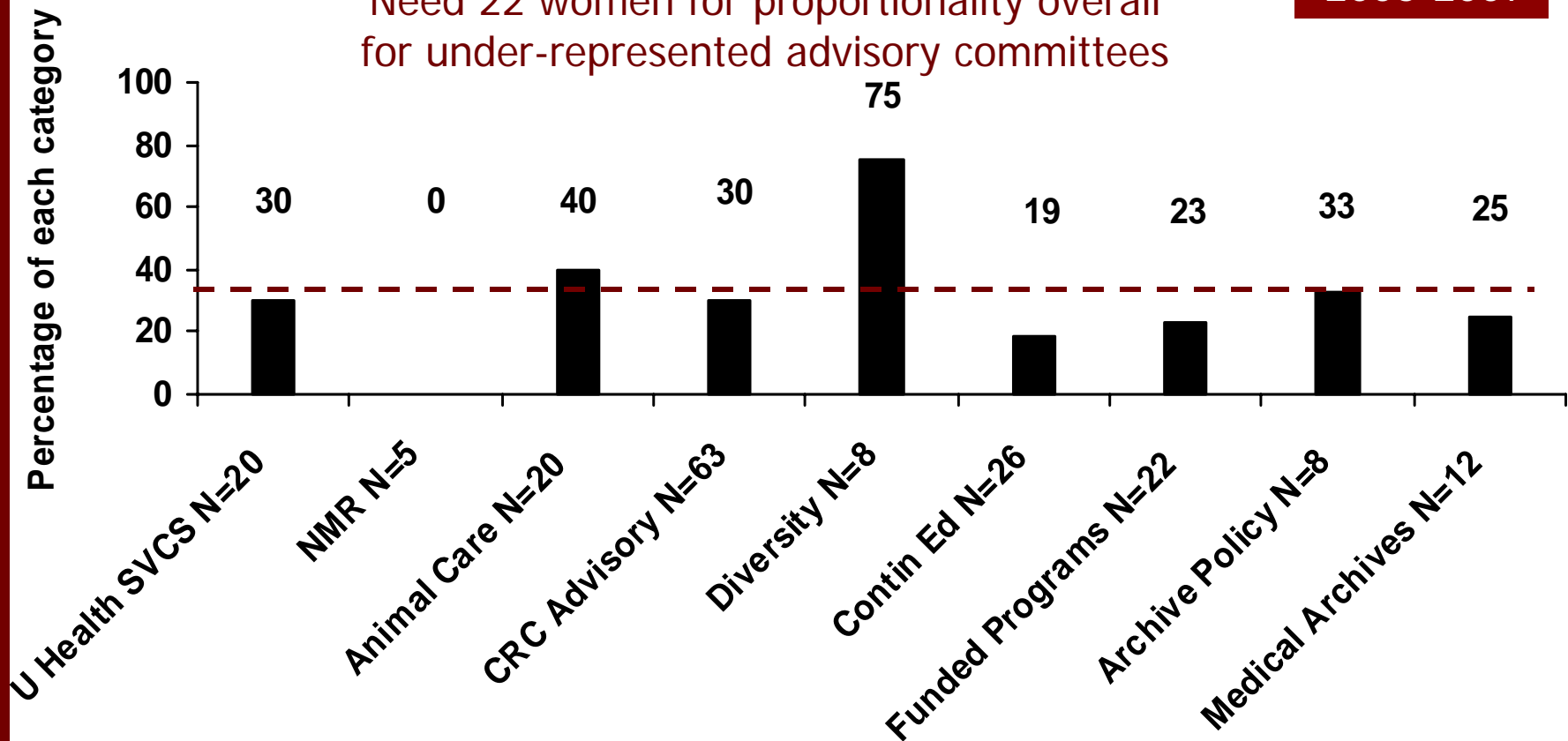
2006-2007



Advisory Committees

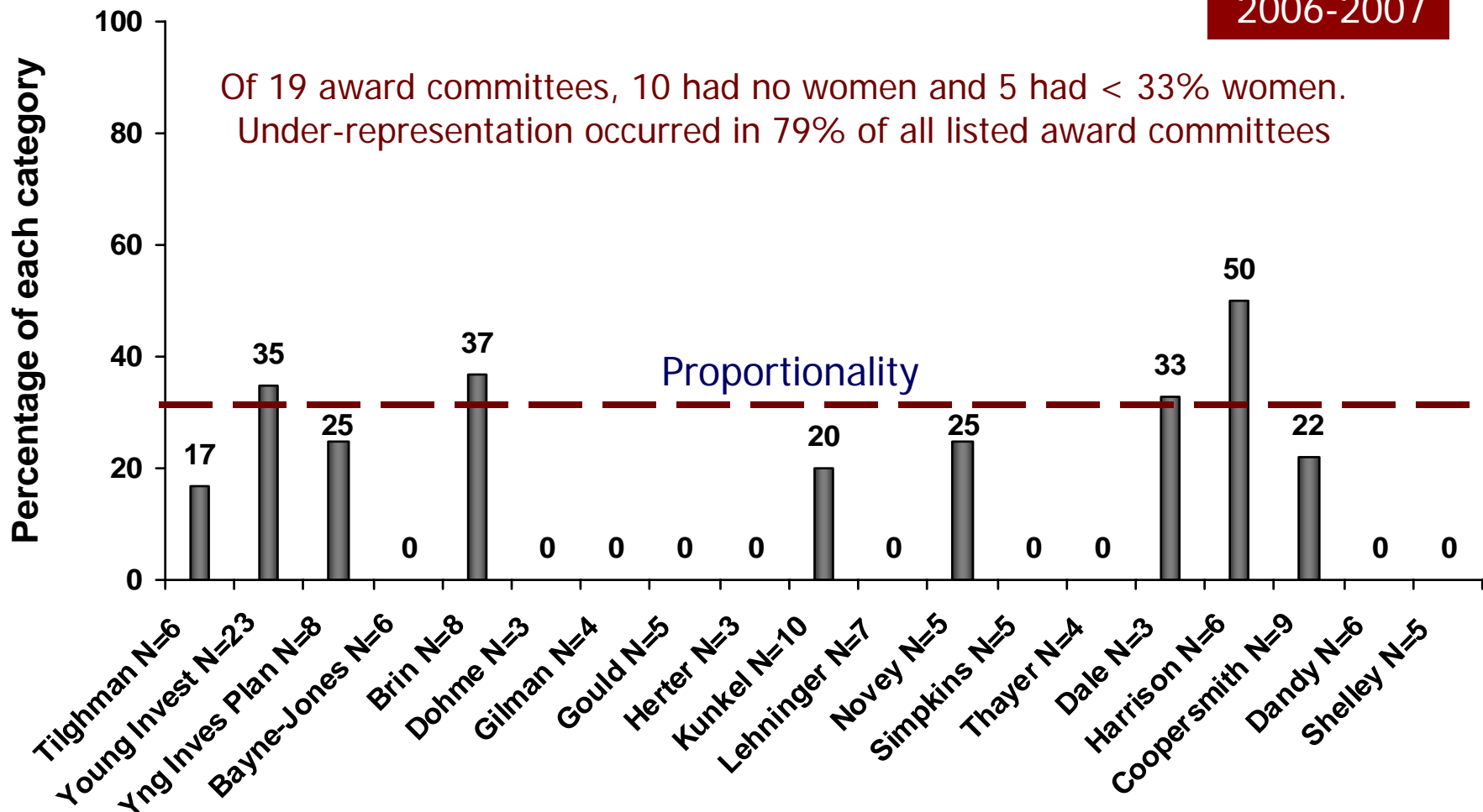
2006-2007

Need 22 women for proportionality overall
for under-represented advisory committees

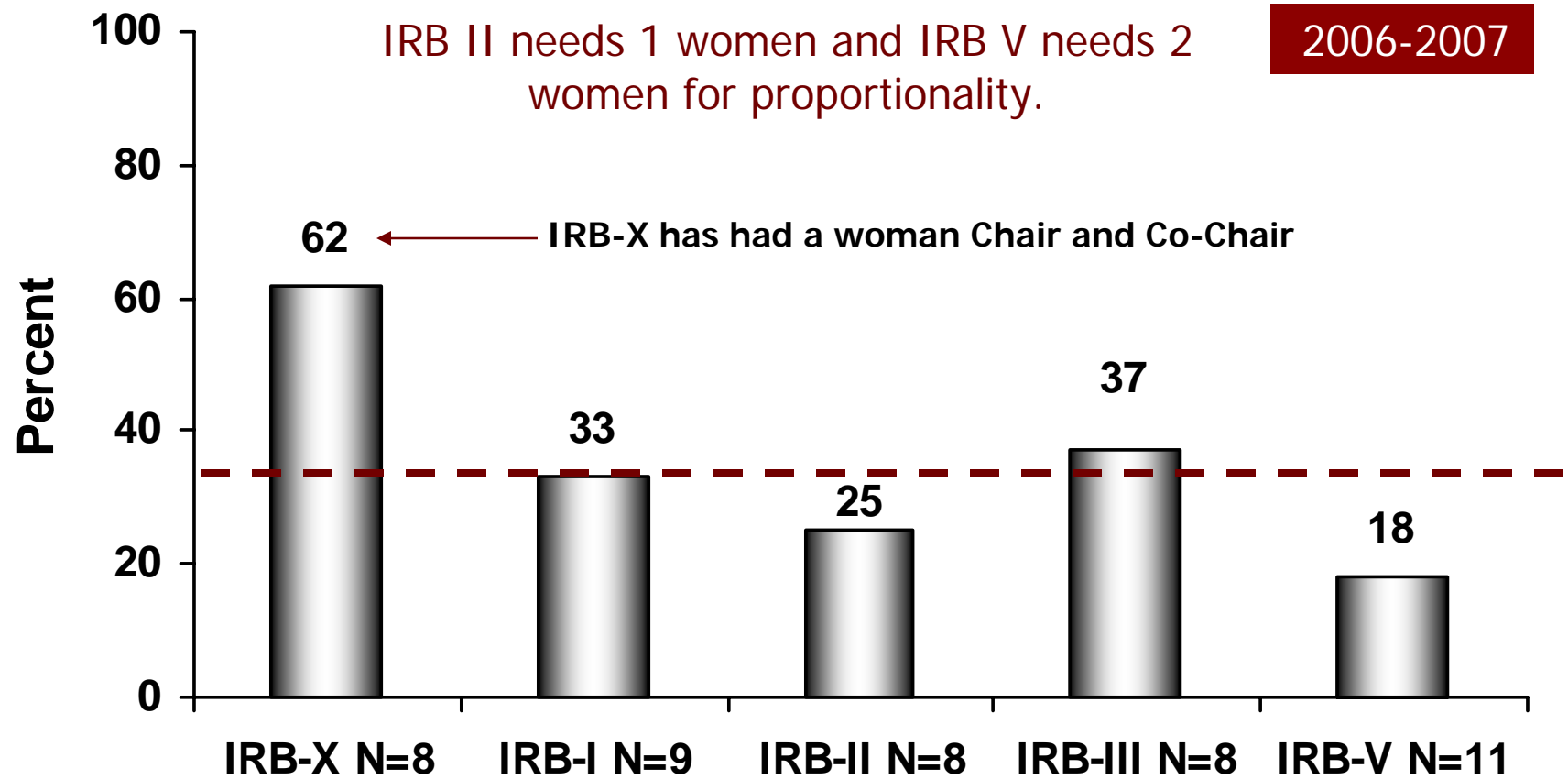


Awards, Lectureships, Visiting Professorships, Fellowships

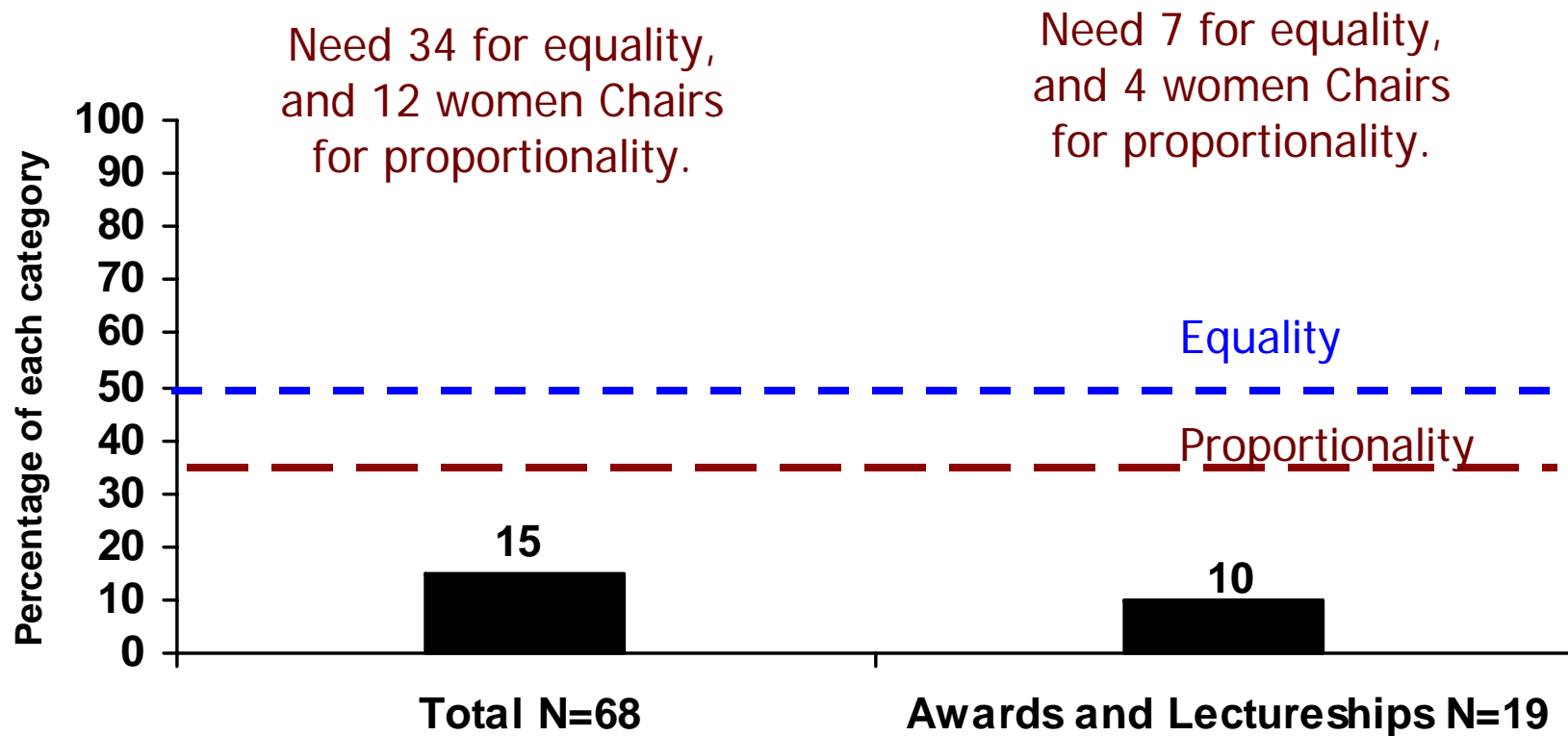
2006-2007



Institutional Review Boards



Women Committee Chairs and Co-Chairs 2006-2007



Hospital-University Committees

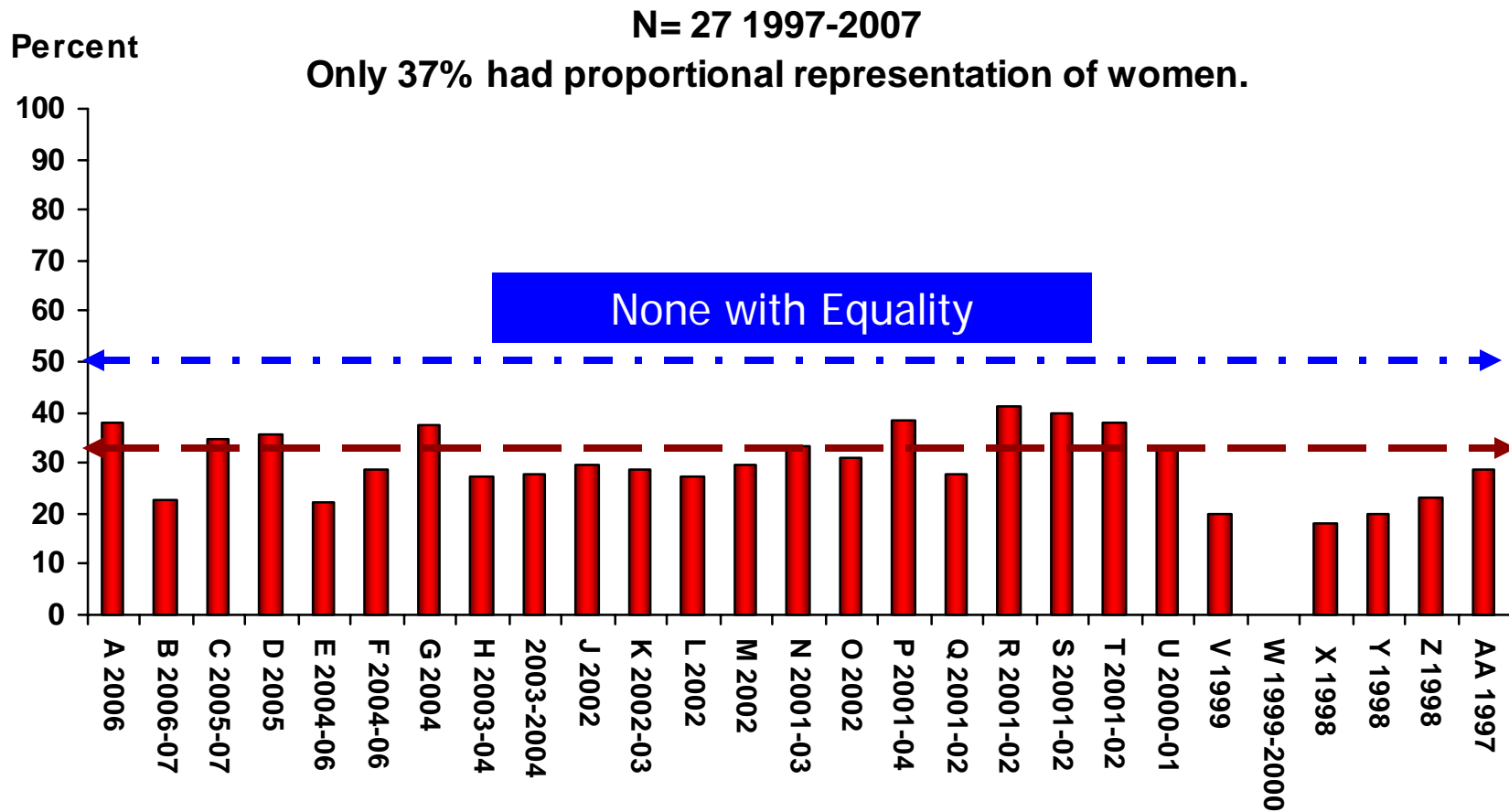
50% are 1/3 women, while 18% reach equality

| | Total N | % Women* |
|--|---------|----------|
| Human Genetics | 11 | 18.2 ● |
| Graduate Medical Education | 12 | 36.1* |
| Radiation Control | 12 | 0 ● |
| Laboratory Advisory | 20 | 35* |
| Institutional Privacy Board | 8 | 37.5* |
| Clinical Radiation Research | 6 | 16.7 ● |
| Radioactive Drug Research | 6 | 16.7 ● |
| Welch Library Advisory Committee-Service Group | 13 | 76.9* |
| Welch Library Financial Advisory Group | 10 | 50* |
| Joint Committee for Health Safety and Environment | 26 | 34.6* |
| Joint Committee on Social and Cultural Affairs | 7 | 14.3 ● |
| Board of Trustees of the Johns Hopkins Health System Corporation | 22 | 4.5 ○ |

Search Committees 1997-2007

- Anesthesia and Critical Care Medicine X 2
- Biomedical Engineering
- Biophysics & Biophysical Chemistry
- Comparative Medicine Search
- Dermatology X 2
- History of Medicine, Science and Technology
- Institute of Genetic Medicine
- Medicine
- Molecular Biology and Genetics
- Neurology
- Neuroscience
- Neurosurgery
- OHNS
- Oncology
- Ophthalmology
- Orthopedic Surgery
- Pathology
- Physiology
- Psychiatry
- Radiology
- Radiation Oncology
- Rehabilitation Medicine
- Surgery
- Urology
- Welch Library Director

SOM Search Committees



Conclusions

- There are more people in senior leadership overall compared to 10 years ago, and assistant deans are more likely to be assistants to the Dean rather than primary tenure track faculty. There was a shift of primary faculty in these role to associate deanships
- The N of standing committees is ~ the same, slightly more in 2006-2007, but the size of the committees has in general increased.
- Over the 10 years however, the benefit in women's leadership roles and on committees has not changed much. When plotted, the proportional net gain in is between -0.1 and + 0.1 and the confidence interval for the overall summary distribution extends well through unity.

Summary

- Well, it is not all bad. Several (but not the majority) of committees have a number of women proportional to their percentage on the SOM faculty. Very few were equal.
- On the other hand, the cumulative total of women missing from committees in small numbers, when added together, creates a huge deficit of women on decision-making bodies in the school overall.

Statistical Testing of Deviations from “Expected” Numbers of Women

Committees have highly significant deviations from expected that favor the lower end of the distributions relative to the standard of equality (50%) and even for proportionality (33%).

~

Most statistical significant levels are well below 0.05, demonstrating that this is not a “chance” observation.

To Wit

- In order to achieve proportionality, men on standing committees would have to be replaced by ~ 45 women to assure representative (proportionality) numbers of women on the faculty without increasing committee size.
- In order to achieve numbers equal to men on standing committees, and maintain the same committee size, ~101 women would be needed to replace men.

One Woman's Opinion

- The impact on outcomes related to committee decisions varies, but it must be omnipresent and quantifiable in which case, let's study it and define the issue better! Isn't that what we do?
- Whereas men don't see many women on major committees, thereby and forever, (many, some, or most) men do not think of women as movers, shakers, or decision makers.
- When women are not at the table, they develop "progressive network deficiency syndrome" (a deficit in informal exchanges that enhance opportunities).
- The "who you know" quotient is really low for women.

Women Reaching for the Stars



Women Deans

Schools of Medicine 2007 N=14

| Name | Institution | Year Appointed |
|----------------------------------|------------------------------------|-----------------------|
| Patricia L. Monteleone, M.D. | St Louis University | 1994* |
| Barbara F. Atkinson | University of Kansas | 2002 |
| Lois M. Nora, M.D., J.D., M.B.A. | Northeastern Ohio | 2002 |
| Deborah E. Powell, M.D. | University of Minnesota | 2002 |
| Betty M. Drees, M.D., F.A.C.P. | University of Missouri-Kansas City | 2003 |
| Claire Pomeroy, M.D., M.B.A. | University of California, Davis | 2005 |
| Karen Antman, M.D. | Boston University | 2005 |
| Debra H. Fiser, M.D. | University of Arkansas | 2006 |
| Eve J. Higginbotham, M.D. | Morehouse | 2006 |
| Phyllis Horns, R.N., D.S.N. | East Carolina University | 2006 |
| Marsha Dawn Rappley, M.D. | Michigan State University | 2006 |
| Nancy C. Andrews, M.D., Ph.D. | Duke University School of Medicine | 2007 |
| Pamela B. Davis, M.D., Ph.D. | Case Western Reserve University | 2007 |
| Sharon Hostler, M.D. | University of Virginia | 2007 |

0.8% % 1997



11.2% 2007

In Recognition.....

- Lest one think that there have not been strong women leaders at Hopkins in spite of their absence from more formal leadership roles, we must recognize the enormous contribution of the women who have gone before us.
- They have been giants within our own School of Medicine, and courageous, brilliant, and caring leaders in the world of medicine.



"Women Are Never Front-Runners"

New York Times Op Ed on Leadership Equity

"Gender is probably the most restricting force in American life...This country can no longer afford to choose our leaders from a talent pool limited by sex, race, money, powerful fathers... It's time to take equal pride in breaking all the barriers. "