Glass Ceiling Chisels:
Mentoring as a Career Resource for Women in Academic Medical Settings

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Overview

- Glass Ceilings in Academic Medicine
- Mentoring as a Career Resource
- Group Brainstorming
  - How can mentors help break the glass ceiling?
  - What are the challenges women face in getting effective mentors in academic medicine?
  - What resources can be used to develop effective mentoring relationships?
- Large group Q & A
Women make up:

- 10% of medical deans
- 14% of full professors
- 30% of medical faculty
- 41% of postgrad. physicians
- 46% of medical graduates
- 48% of medical students
- 50% of first year medical students
- 51% of medical school applicants

Robinson & Cannon, 2005; adapted from AAMC, 2005
The Glass Ceiling in Fortune 500 Companies

- The Catalyst Pyramid: U.S. Women in Business
  - 2.8% F500 CEOs
  - 6.3% F500 top earners
  - 15.2% F500 board seats
  - 13.5% F500 executive officers
  - 51.4% Management, professional, and related occupations
  - 46.7% U.S. labor force

Sources:
- Catalyst Research

June 28, 2010
The Good News: Increasing numbers of women in all academic categories in the past 10 years.

- 12% increase in female medical school applicants;
- 25% increase in female residents;
- 21% increase in female assistant professors.
2. Continued gap between male and female faculty at all levels, but most especially at midcareer and senior.

- Assistant: 24% (Male) vs. 17% (Female)
- Associate: 15% (Male) vs. 4% (Female)
- Full: 20% (Male) vs. 4% (Female)
3. Retention of female faculty an issue.
   - Greater turnover among female than male faculty.
   - *In one in five medical schools, the number of departures among women exceed the number of hires.*

Fortune 500 parallels: Women leaving at twice the rate as male counterparts (see also: Hom, Roberson & Ellis, 2008).
   - 1,400-1,600 leave per day to start own business or work for competitor.
   - Replacement cost is 70-200% of employees annual salary.
Pipeline’s Broken Promise Study
(Catalyst Study: Carter & Silva, 2010)

- Survey of 4,143 male and female MBA alumni of 26 leading business schools in U.S., Canada, Europe and Asia.
- Women lagged in advancement and compensation in their very first post-MBA job – no matter if the job was first level manager or CEO (so differences are not due to aspiration)
  - Taking into account years of experience, industry and global region, women started at lower rank and earned on average $4,600 less than men in their first post-MBA job.
  - Not due to parenthood: Findings held even when considering men and women who did not have children.
- Women’s salaries did not keep pace with men’s (even among high potentials without children – men’s salary growth outpaced women’s)
- Female alumni less satisfied with their careers than male counterparts.
Compensation & Advancement of Women in Academic Medicine Study
(Ash, Carr, Goldstein & Friedman, 2004)

- Survey of 1,814 U.S. medical school faculty.
- Female faculty less likely to be full professors than were men with similar professional roles and achievement.
- Women earned less than men; pay gap higher at higher ranks.
  - Controlled for career publications, years seniority, hrs worked per week, minority status, department type, medical vs. nonmedical final degree, and school.
- Concluded: “This is more than a pipeline phenomenon.”
Barriers and Bias: Beyond Med School

◆ **Women in Academic Surgery** (Zhuge et al., 2011 *Annals of Surgery*)

◆ **Gender Gap:**
  - Female surgeons begin their careers with fewer resources
  - Progress more slowly through the ranks
  - Lower salaries and more vulnerable to discrimination
  - 3 contributors
    - Traditional gender roles
    - Manifestations of sexism in medical environment
    - Lack of effective mentors
Workforce Stats:
Pay Gap
(BLS, 2011; Catalyst, 2011)

- Women earn 80 cents to the male dollar (BLS, 2011).
- Women are more likely than men to have undergraduate and masters degrees.
  - In 2009 women earned 57% of bachelor’s degrees
  - 60.4% of masters degrees
  - 52% of Ph.D.s
- But the pay gap among college graduates persists across levels of education.
  - For example, female MBAs paid, on average, $4,600 less in their first job than male counterparts (Catalyst, 2011)
The Value of Mentoring

What is a Mentor?

- Experienced member of organization or profession
- Advanced experience and knowledge
- Committed to providing support and career guidance to protégé’s career
Interactive Exercise

- How can mentors help break the glass ceiling?
- What are some of the challenges women face in developing effective mentoring relationships?
- What resources can we use to meet these challenges?
Benefits for Women

(See reviews by: Ragins, 1989, 1997, 2007; Blake-Beard, Murrell & Thomas, 2007)

- Buffer from Discrimination
- Confer Legitimacy
- Reflected Power
- Inside Information (Old Boy’s Network)
- Role Modeling
- Self-Confidence
- Support & Career Advice
- Political and Self-Presentation Skills
The Mentoring Advantage

- Mentoring related to compensation, job satisfaction, career satisfaction, promotions, organizational commitment & reduced turnover (Ragins & Cotton, 1999; Dreher & Ash, 1990).
- Women and people of color face greater barriers to gaining a mentor, no gender differences in presence of mentor; mixed findings for race (Ragins & Cotton, 1991; Catalyst, 1999; Thomas, 1990).
- Women and people of color more likely to be cross-gender/cross-race relationships (Ragins, 1997).
  - These relationships have restricted role modeling and social functions (Thomas, 1990; Ragins & McFarlin, 1990)
  - White male mentors provide the most compensation (Dreher & Cox, 1996) and promotions (Ragins & Cotton, 1999).
Stereotypes and Modern Prejudice

Implications for Mentoring

- **Within Relationship**
  - Acknowledge that your organizational reality may be different from your partner’s
  - Privilege of being in the dominant group
    - Competence not questioned on the basis of your race, gender, ethnicity, age.
  - Understand stereotypes held by self and partner
  - Opportunity to understand and explore diversity
Stereotypes and Modern Prejudice

Implications for Mentoring

- **Outside Relationship**
- Understand and navigate the perceptions of others
  - Non-dominant protégé viewed as needing remedial help
  - Non-dominant mentor’s effectiveness unrecognized or undervalued.
  - Cross-gender relationship: having an affair?
  - Same-gender/same-race relationships: planning a revolution?
Developing Effective Mentoring Relationships

- Select the right mentor
- Be aware of gender issues in the relationship
- Manage perceptions of others
- Importance of multiple mentors
- Seek negative feedback
- Ask for what you need
- Listen to your mentor
- Communication, trust and respect
Questions and Discussion