MCW's Center for the Advancement of Women in Science and Medicine

FY21 ANNUAL REPORT

About MCW's Center for the Advancement of Women in Science and Medicine

At the Medical College of Wisconsin (MCW), we believe that health starts from within and that our institution can cultivate a culture of engagement through wellbeing, professionalism, and inclusion. MCW's Center for the Advancement of Women in Science and Medicine (AWSM) believes that when *all persons* can bring their *whole self* to work, all of us benefit.

MCW's Center for the Advancement of Women in Science and Medicine (AWSM) was created to accelerate the promotion of women to higher levels of their careers.

Our focus areas are:

- Building a culture in which all genders thrive
    - Integrating family into work by valuing parents and caregivers
    - Strengthening equity through allyship
    - Exploring intersections between race and gender
- Empowering women leaders and expanding women's networks
- Researching and highlighting women in academic medicine

Vision, Mission, Our Why and How

Vision: Our vision is that MCW will cultivate an inclusive and vibrant culture that supports all genders to grow and thrive in the health sciences.

Mission: The mission of MCW's Center for the Advancement of Women in Science and Medicine (AWSM) is to strengthen the culture for women at MCW through data-informed strategic projects that enhance opportunity and improve workplace climate.

Why? We want each person to bring their best every day

How? We do things with evidence. For equity.

Who We Are

The Center for the Advancement of Women in Science and Medicine is a part of MCW's Provost Office as sponsored by Joseph Kerschner, MD, the Julia A. Uihlein, MA, Dean of the School of Medicine, Provost and Executive Vice President.

The FY21 AWSM team included:

Elizabeth (Libby) Ellinas, MD
AWSM Director
Professor of Anesthesiology
October 2018 - Current

Paula Phillips
Program Manager I
October 2018 - August 2020

Abby Haak
Program Manager I
Started February 2021

Njeri Jackson
Research Program Coordinator II
June 2019 - Current

Christine Van-Hulle
Project Coordinator
September 2020 - January 2021

Kate Niemer
Communications Specialist –
Marquette Trinity Fellow
Started August 2020

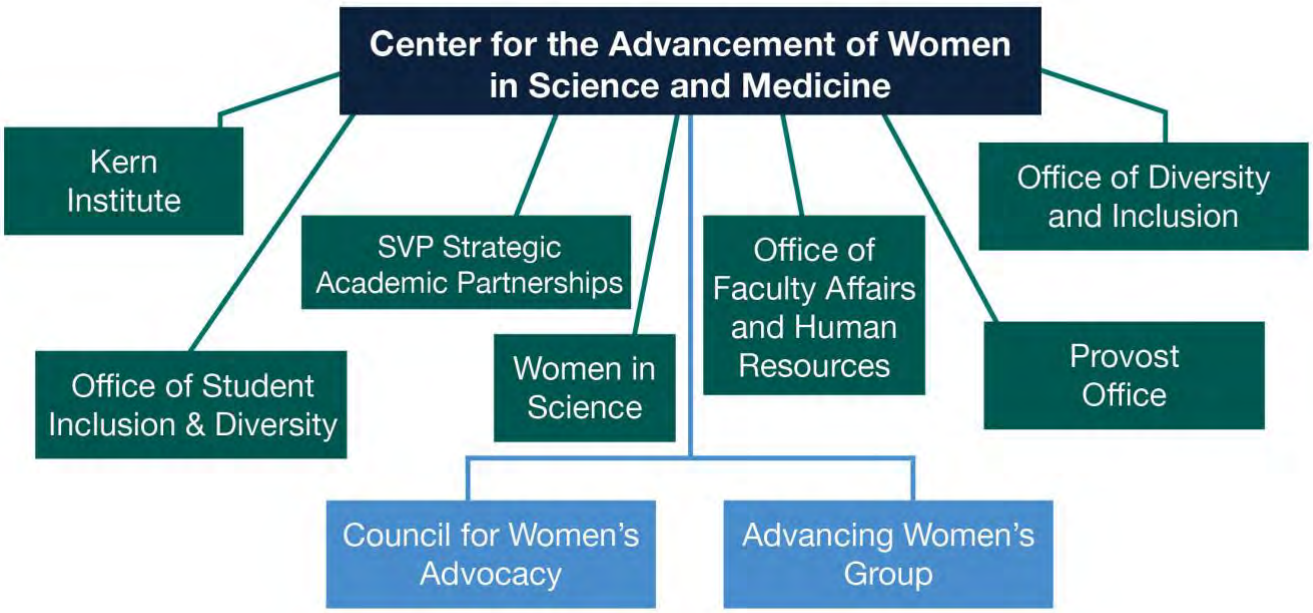
Cheryl Maurana, PhD
Senior Vice President,
Professor and Special Advisor to AWSM
October 2018 - Current

Stuart Riepl, MA
Research Associate
January 2019 - April 2021

AWSM directly supports the Council for Women's Advocacy and the Advancing Women's Group.

- The Council for Women's Advocacy (CWA) serves as an advisory committee on issues of professional development of all faculty members, including networking, mentorship, advocacy and recognition. The council consists of faculty, staff and students from both basic science and clinical departments. CWA values and promotes equity in all aspects of MCW faculty life and strives toward this through collaborative efforts as diverse as promotion of salary equity to teaching children about race. Access the Public Site and Internal Site.
- The Advancing Women's Group began in 2018 as a group of women leaders who gathered to discuss the impact of MeToo on our MCW community and has since served as an advisory group to AWSM, particularly regarding the IWill MCW campaign.

- Women in Science supports women researchers at MCW, and particularly by serving to showcase their work to community members. AWSM collaborates with the Women in Science group through facilitating award reviews.
- The Student Women's Advancement Group began in FY19 with a purpose to engage students across schools. AWSM supports and collaborates with them as they grow their mission. This group was not active in FY21. Moving forward AWSM will support this group via the Council for Women's Advocacy.



How We Got Here

In the fall of 2016, AWSM began its discovery phase within the Office of Faculty Affairs to solidify its vision, mission, and strategic plan in collaboration with MCW's strategic goals.

In 2018 AWSM transferred its role to the Provost's Office under the leadership of the Dean of the School of Medicine, Provost and Executive Vice President, Joseph Kerschner, MD, and began its collaboration with Cheryl Maurana, PhD Senior Vice President for Strategic Academic Partnerships and Founding Director of the Kern National Network for Caring and Character in Medicine.

AWSM's official launch in October 2018 brought new prominence, culture initiatives, women's leadership development, and events programming, including a response to the MeToo movement, the start of the IWill MCW campaign, research regarding promotion and culture, and planning for a women's leadership program.

FY21 Specific Goals

Gender Equity Campaign

MCW's IWill gender equity campaign began in October 2018 at AWSM's launch, when Dr. Cheryl Maurana called each of us to pledge to do our part to create gender equity. It has grown from the initial individual-action campaign in 2019 to include WeWill and MCWill initiatives that support gender equity at the individual, departmental and institutional levels.

- **IWill MCW 1.0:** is an MCW culture change initiative; a personal "call to action" to everyone in the MCW community to make public pledges to personal actions. The first gender equity campaign launched in October 2019 and included 18 pledges in five categories: Workplace Ally, Support for Parents, Mitigating Unconscious Bias, Creating Belonging, and Creating a Harassment-free Environment. More than 1,400 staff, faculty and learners made pledges in that campaign. An IWill MCW manuscript by Maurana, Raymond, Kerschner and Ellinas published in 2021. The article can be found here.
- **IWill MCW Follow-up Survey:** Due to the onset of the COVID-19 pandemic, follow-up to the original campaign planned for March of 2020 was delayed until May. Of the 1400 original respondents, 781 responded to the follow up survey. Key positives were that more than 85% reflected about gender equity, and 75% actively acted to promote it, while only 45% thought that the IWill campaign improved gender equity at MCW. Additionally, respondents commented that leaders had great power either to lead positively or ignore issues of inequity. See full report on the follow up survey.
- **IWill 2020:** We had planned to launch a new IWill campaign in Fall 2020. However, given the demands of the pandemic on individuals at MCW, and feedback from both the IWill 1.0 Follow-Up Survey and our Advancing Women Group, a new IWill MCW pledge campaign was postponed until Fall of 2021 in favor of AWSM-supported WeWill and MCWill culture initiatives. WeWill are department-level initiatives. MCWill are institution-level initiatives.
- **WeWill MCW:** It is important for MCW staff and faculty to see their departments take action to promote gender equity and facilitate change. WeWill pledges give departments the opportunity to create whole-department pledges by initiating their own pledge, or AWSM staff will support pledges regarding parental leave and gender harassment. Departments select representatives to work with AWSM (usually a staff/faculty member in addition to the Department Administrator) and AWSM provides administrative support and guidance for both initiatives.
    - **WeWill Pledge to Support New Parents:** Create a personal and parental leave document for your unit. Personal leaves are important to individual well-being – whether for illness, family needs, birth or adoption of a child, or other reasons. The plans, policies, and documents within Legal and Human Resources explain critical parts of the leave-taking process, but do not contain unit-specific elements

(e.g., pre-leave conversations, who covers duties, or any accommodations pre- and post-leave). These latter items help faculty and staff feel comfortable in understanding the process, believe that the process is equitable, and trust that their unit cares about them and values their contributions. These documents will be supplements to MCW and HR policies and AWSM will provide a WeWill toolkit to make the process as easy as possible and will assist with multiple steps – including potential focus groups and opinions surveys. As of July 1, 2021, the following departments have signed on or completed the leave of absence pledge: Anesthesiology, Emergency Medicine, Human Resources/Office of Faculty Affairs, Medicine, Pathology, Pediatric Surgery, and Psychiatry and Behavioral Medicine.

- **WeWill Pledge to Mitigate Gender Harassment:** Create a survey for faculty, staff and learners regarding gender harassment in your department and take steps to mitigate it. Gender harassment is prevalent in academic medicine and MCW is not immune to this concern, especially if both co-worker and patient interactions are considered. To help end harassment, we must first measure it, then work to mitigate it. AWSM will provide a WeWill toolkit based on the work of Amy Farkas, MD, and Cecilia Scholcoff, MD. The toolkit includes a survey, workshop, and partnership with AWSM. As of July 1, 2021, the following departments have signed on for the Gender Harassment Mitigation pledge: Cell Biology, Neurobiology, and Anatomy, Microbiology and Immunology, Pathology, Pharmacology and Toxicology, Psychiatry and Behavioral Medicine, and Surgery.

- **MCWill:** In partnership with Human Resources (HR), the Office of Faculty Affairs (OFA) and the Office of Diversity and Inclusion (ODI), AWSM is supporting two MCWill pledges: promoting data transparency and maximizing success in our executive search processes.
  - **MCWill maximize success in the leader search process:** AWSM examined data regarding recent searches, and while the numbers were small overall, it was noted that at least 9 people withdrew from the search process at various points (no comparison to national norms available) and the proportion of women in the final group of candidates mirrored the proportion of women in the airport interviews. AWSM, ODI and HR developed a semi-structured interview and email solicitation. Dr. Ellinas emailed and interviewed eight established leaders, 4 of 5 recent executive leader hires and 4 of 5 recent withdrawals from our executive searches. The last interview was July 1, 2021 and results and potential search process improvements are being developed with OFA and HR.
  - **MCWill increase promote trust through data sharing:** In collaboration with AWSM, ODI and HR, MCW will produce semi-annual metrics regarding women at MCW, akin to the national gender data shown in the AAMC's Group on the Advancement of Women in Medicine and Science (GWIMS) tables. In addition to creating semi-annual gender metrics for MCW, we expect to produce a more descriptive explanatory report every two to three years. The departure of AWSM's data analyst in April 2021 slowed the process. Nonetheless members of the AWSM, HR and ODI teams have collaborated to determine appropriate metrics and terms. As of July 1, 2021, the teams have established initial metrics and are working to confirm and test possible data strategies.

Women's Leadership Learning Collaborative: Building on previous research and results from MCW's engagement surveys and succession-planning tools, AWSM planned an IRB-approved Women's Leadership Pilot (WLP). The WLP was designed to remove barriers and provide development strategies for mid-level women leaders.

The first five-part series was planned for February-June 2020. The February 2020 session was highly rated and provided an overview of the sessions to come. Due to COVID-19 the following four sessions took place from November 2020 to February 2021. A WLP post-program survey and focus group indicated that the content was well-received, and that what was still needed was emphasis on practical application, personal development, and building peer networks. Considering this feedback, self-enrichment, career trajectory and networking will be the focus areas for the FY22 cohort.

COVID-19 Related Work: Add research project

As in every department, AWSM was sent off campus by COVID-19, and has worked to support MCW faculty and staff during this difficult time. AWSM focused its efforts to support women during COVID-19 and mitigating the harm of the pandemic on progress of women at work. Specific items AWSM has done related to COVID-19:

- Transitioning AWSM programming to virtual platforms that encourage discussion, empathy, connection, and resilience.
    - Power of Choice in Uncertain Times: Exploring Gendered Choices during the COVID-19 Pandemic. May 27, 2020
    - Childcare during COVID-19: Assessing Risk and Navigating Options. June 25, 2020. MP Phillips, Milwaukee School Board
- COVID-19 Research: Faculty, staff and students.
    - **Qualitative study to explore the effects of COVID-19 on women medical students.** Kohler Global Health Summer Research student Cassandre Krier (original posting with Global Health was in Dublin) found that COVID-19's suspension of shadowing and mentoring experiences limited students' ability to explore specialty choices. For women, who continue to experience gender challenges, limited mentorship may truncate specialty choices.
    - **Quantitative the effects of COVID on Faculty and Staff.** This project worked with faculty and staff to determine effects, stressors, and possible mitigations of COVID-19 stressors. Results for staff were presented at the Kern Institute Grand Rounds at MCW. For faculty, a binary logistic regression model was developed to compare faculty whose self-rated academic productivity increased to those whose productivity decreased. AWSM's COVID-19 research team found that controlling for multiple factors, men were more than twice as likely to be in the accelerated productivity group as women. Surprisingly, work-life balance and academic productivity strongly predicted each other, emphasizing the interconnection between work and home factors.

Develop AWSM's Philanthropy and Grants

AWSM continued to develop plans and documents for potential grants and philanthropy, applying to the "Equality Can't Wait Challenge" sponsored by Melinda Gates and developing documents for potential philanthropic donations related to both the WLLC (see above) and an AWSM Scholar's Program which would promote gender equity programs and research by sponsoring qualified faculty and staff to success.

Executive Leadership in Academic Medicine (ELAM) candidate review:

In October 2020, eight women applied to become MCW's ELAM nominee, many more than the typical 2-3 applicants. ELUMs at MCW provided feedback on candidates, and three candidates were put forward to Dr. Kerschner for review. It was a high-application year for ELAM in general, not just at MCW, and we were not successful in promoting our candidate. Plans for next year include synchronizing applicant supporting letters to ensure a combined, clear message regarding our candidate.

Special Events

Women Professor Recognition Ceremony: The Women Full Professor Recognition Ceremony gives numbered pins to women faculty who achieved the rank of Professor while at MCW. In FY21, we celebrated 15 MCW women faculty who achieved the rank of full professor in the previous year. Each woman received a numbered lapel pin, corresponding to the chronological order in which her professorship was achieved. The ceremony keynote address was provided by Diana Lautenberger, Director for Faculty and Staff Research and Women in Medicine & Science at the Association of American Medical Colleges (AAMC). Lautenberger shared about AAMC's commitment to gender equity and intersectionality in the face of the pandemic.

AWSM Symposium FY21: Event cancelled due to COVID-19 pandemic

Council for Women's Advocacy Events

- **Talking to Your Children About Race Series:** the TtYCR series was hosted by the Children and Race committee (Jennifer Tyrrell, Jessica Francis, Kate Dielentheis, Njeri Jackson). The committee was tasked with creating a space for interested MCW employees to engage in conversation around race-related best practices for parents. Programs were held monthly from November 2020-April 2021. The workshops were highly rated by participants and throughout the year the series gathered 50+ MCW students, staff, and faculty.
- **Mentoring Across Differences:** presented by Adina Kalet, MD, Director of the Kern Institute for the Transformation of Medical Education at MCW. The mentorship program was hosted by the mentorship committee (Amy Zosel, Abir El-Alfy, and Jennifer McMahon). The committee was tasked with engaging women and others interested in growing their network and career advancement. The workshop took place on February 22, 2021 and was well attended with 80 registrants.

AWSM Presentations and Highlights

National:

October 13th: Learn Serve Lead, American Association of Medical Colleges Annual Meeting
Title: Creating a Culture of Inclusion in Academic Medicine
Presenters: Acosta D, Ellinas EH, Jones L, Castillo-Page L
Nov 24th: GREATWIMS National Meeting Washington DC (Virtual)
Title: Culture change initiatives at Academic Medical Centers.
Presenters: Ellinas EH, Tetzlaff J, Cullen JP, McDougle L

Local:

Oct 21st: MCW Orthopedic Surgery Grand Rounds – EH Ellinas
Title: Perceptions and Realities for Women in Academic Medicine
Oct 21st: Women's Leadership Pilot Session – Dr. Ellinas' Session
Title: Values, Why, and How to Use them to Make Career Choices

Moving Forward

Looking ahead into FY22, AWSM will lead the development of several efforts, including:

IWill 2.0:

In late September, AWSM will launch IWill 2.0, a campaign focused on sharing daily tips for individual change, community building and advancing equity. Once again, we will target faculty and staff and we are including more students in both the planning and executing of IWill 2.0. The second iteration of IWill includes more follow-up activities to help keep pledgers engaged throughout the fiscal year.

WeWill:

With the launch of WeWill in FY21, departments are reaching out to AWSM to make their pledges. Currently, 15 departments have made WeWill pledges. AWSM's goal is to have twelve completed pledges by June, 2022.

Creation of LOA Guidelines	Creation of Gender Harassment Pulse Survey and Mitigation Workshop
Anesthesiology	Cell Biology, Neurobiology, and Anatomy
Human Resources/Office of Faculty Affairs	Microbiology and Immunology
Information Services	Pathology
Medicine	Pharmacology and Toxicology
Pathology	Psychiatry and Behavioral Medicine
Pediatric Surgery	Surgery
Psychiatry and Behavioral Medicine	
Emergency Medicine (Completed)	Office of Institutional Advancement (Pledge TBD)

MCWill:

MCWill will continue to explore academic searches, working with HR and OFA to develop and implement potential improvements in our processes. Additionally, we will work to build trust through data transparency. We anticipate that this will improve greatly with the hiring of a new data analyst.

Philanthropic and Grant Opportunities:

In addition to applying for the Doris Duke grant in July, 2021, AWSM will continue to seek out external funding opportunities in the form of both grants and donor funds.

Women's Leadership Learning Collaborative (WLLC): The FY22 series will move from a pilot to a collaborative. The WLLC will seek to build a network of MCW women learning together and supporting, mentoring and eventually sponsoring each other to success.

Supporting MCW Groups and Colleagues:
Continued support of several groups on campus, including the CWA and student groups as needed. Possibility of working with MCW's Leadership Academy for a capstone project.

Furthering the EMERGE Goals: It is likely that MCW will have goals in the following categories for FY22:
Goal 1: Bring Gender Equity Campaign to next level: IWill 2.0, WeWill, MCWill
Launch next phase of gender equity campaign that provides opportunities for action and research on outcomes.
Goal 2: Build AWSM as a Center
Build a vibrant research community around gender equity and understanding.
Goal 3: Develop Women Leaders Learning Collaborative (WLLC)
Take Women Leaders Pilot to next phase.

Conclusion

On behalf of AWSM, we extend our sincere gratitude to Joseph Kerschner, MD, The Julia A. Uihlein, MA, Dean of the School of Medicine, Provost and Executive Vice President and to and Cheryl Maurana, PhD, Senior Vice President for Strategic Academic Partnerships, Professor of Population Health and Founding Director of the Kern National Network for Caring and Character in Medicine for their support of our shared vision for gender equity at MCW. We continue to benefit greatly, not only from the Provost's investment of resources and commitment to Gender Equity but also to the tremendous knowledge, skills and expertise we have received through the leadership of Drs. Kerschner and Maurana. Today and into the future, AWSM is committed to the advancement of women at MCW, the removal of barriers to success and leadership, and the creation of an environment where all genders, all people, can thrive.

Appendix A:

EVENTS for FY21 by Libby Ellinas, MD, Full List

National/International:

Sept 29th, 2020: Midwest Women in Global Health (WGH) Annual Meeting
Title: The efforts of AWSM & CWA at MCW.

October 13th: Learn Serve Lead, American Association of Medical Colleges Annual Meeting
Title: Creating a Culture of Inclusion in Academic Medicine
Presenters: Acosta D, Ellinas EH, Jones L, Castillo-Page L

Nov 24th: GREATWIMS National Meeting Washington DC (Virtual)
Title: Culture change initiatives at Academic Medical Centers.
Presenters: Ellinas EH, Tetzlaff J, Cullen JP, McDougle L

Jan 21st 2021: Kern Institute Grand Rounds
Title: COVID 19 and Women

Feb 17th 2021: Grand Rounds Anesthesiology UCLA
Title: COVID 19 and Women

April 1st 2021: GWIMS Town Hall
Title: How to Start, Maintain and Engage a Women in Medicine and Science (WIMS) Group
Presenters: Ellinas EH, Nowling T, Gallitano A, Harris-Blakely T

Local:

Sept 22nd Tuesday 4-6 pm Joint Fellowship Series:
Title: Professionalism for Anesthesiology Fellows

Oct 7th Wednesday 12:15-12:45 OFA Faculty Development Day
Title: COVID-19, Academic Progress, and Gender Equity

October 9th: MCW Pathology Grand Rounds
Perceptions and Realities for Women in Academic Medicine

Oct 21st: MCW Orthopedic Surgery Grand Rounds
Title: Perceptions and Realities for Women in Academic Medicine

Oct 21st: Women's Leadership Pilot Session – Dr. Ellinas' Session
Title: Values, Why, and How to Use them to Make Career Choices