Follow Up Survey for IWill MCW 1.0: Summary Report Final

This survey was a follow up to the original IWill 1.0 pledge group (1400 people that made the original pledge). The survey was originally planned for March 2020, but due to COVID was delayed until May 2020. More than 780 people responded to the follow up survey. The summary report of the results appears below. It includes both quantitative results and qualitative thoughts from the free text responses.

Summary Results:

Summary All Respondents

Unfavorable	Neutral	Favorable	Total	Question
0.07	0.081	0.849	781	Remembered pledge (85% across board remembered)
0.088	0.259	0.653	780	Learned something new (70%men 63%women)
0.037	0.137	0.825	779	Reflected about gender equity (85% across board)
0.031	0.225	0.744	774	Acted to promote gender equity (75% across board)
0.178	0.326	0.495	775	Became aware of a gender inequity I did not see bf (50% across)
0.355	0.304	0.341	780	Worked on different pledge (30-35% across)
0.066	0.171	0.763	754	Power to create gender equity
0.077	0.396	0.527	766	Gained what I hoped I would
0.074	0.468	0.458	769	IWill MCW improved gender equity
0.083	0.318	0.599	761	Another opportunity to make a pledge (about 60% across)
0.158	0.547	0.295	753	Pledges should be the same (half neutral across)

Overall, the top positives were that people learned something new about gender equity and acted to promote it. On the other hand, less than half thought that IWill improved gender equity at MCW.

Summary by gender and role:

Follow-up Survey Response Summary by Gender and Employee Position

	Women Faculty	Men Faculty	Women Staff	Men Staff
	n=~160	n=~150	n=~285	n=~75
	% Yes	% Yes	% Yes	% Yes
Learned	0.575	0.715	0.639	0.680
Reflected	0.800	0.867	0.807	0.867
Acted	0.723	0.759	0.749	0.757
Fulfilled (Maybe or Definitely)	0.813	0.899	0.733	0.727
Fulfilled (Definitely)	0.394	0.513	0.330	0.533
Encouraged someone to pledge	0.359	0.387	0.474	0.397
Power to create gender equity	0.731	0.859	0.694	0.822
IWill improved Gender Equity	0.396	0.529	0.386	0.587
Promote GE Harder since COVID	0.452	0.303	0.509	0.329

Men were more likely to respond that they learned something about gender equity, and were also more likely to say that they fulfilled their pledge, and especially to respond that they "definitely" fulfilled their pledge.

Fulfilling my pledge: Detailed results

I was able to fulfill my IWill Pledge

Gender	Definitely Not	Maybe Not	Neutral	Maybe	Definitely Yes	Total
Male	0.022	0.033	0.067	0.368	0.509	269
Female*	0.022	0.065	0.142	0.417	0.354	506
Gender non-conforming				0.5	0.5	2
Faculty	0.022	0.031	0.091	0.401	0.455	319
Staff	0.025	0.077	0.146	0.383	0.369	363
Learner/trainee	0.013	0.053	0.067	0.453	0.413	75
Other			0.15	0.5	0.35	20
Bisexual	0.273			0.273	0.455	11
Different orientation	0.167		0.333	0.167	0.333	6
Heterosexual	0.014	0.056	0.114	0.429	0.386	629
Homosexual		0.154		0.154	0.692	13
Other	0.034	0.042	0.136	0.297	0.492	118
Native American				1		1
Asian	0.04	0.04	0.14	0.38	0.4	50
Black or African American	0.043		0.13	0.261	0.565	23
Hispanic or Latino(a)		0.188		0.5	0.312	16
Other				0.25	0.75	4
Two or More - NonURM			0.333	0.5	0.167	6
Two or More - URM		0.167	0.056	0.333	0.444	18
White	0.019	0.055	0.115	0.418	0.393	567
	0.033	0.033	0.13	0.326	0.478	92

*Of note, the most popular original pledge for women was to be a role model for other women by apologizing less and speaking up more. Women who had that original pledge were more likely to say that their pledge was unfulfilled or partially fulfilled.

Spreading the Word:

Getting the word out was definitely a difficulty for the IWill team. One of our hopeful strategies was to encourage people who pledged to engage others to pledge also.

I encouraged someone to pledge

	No	Yes	Total
Male	0.603	0.397	257
Female	0.548	0.452	493
Faculty	0.625	0.375	307
Staff	0.542	0.458	358
Learner/trainee	0.478	0.522	69
Other	0.389	0.611	18

Supports: What supports helped you fulfill your pledge?

Qualitative: Several people had great ideas for supports that helped them fulfill their pledges. Below are ideas and quotes from the text responses.

- **Accountability partner**: Having a close friend hold you accountable or having conversations with others who made the same pledge, a *"sense of sisterhood."*
- **Reminders** such as printing the pledge and having by your workstation or having the IWill team send you reminders.
- **Leaders** were noted to be critical to pledge success and to gender equity change:
    - *"All it takes is one small comment or gesture, people tend to follow after a leader takes the first step."*
    - *"I am fortunate to have a supervisor who also supports gender equity and if I have an idea for improving this, my supervisor will listen."*
    - *"Partnering with my leader to hold the division accountable."*

Barriers:

Quantitative: top barriers people had to completing their pledge.

About 0.2-0.25 (20%-25%) of people endorsed each of the following:

- Not enough activities to attend
- No opportunities to act on pledge
- Forgot pledge

Qualitative: Barriers to success from the text responses:

- *"This is a lifetime"* of self-improvement and equity work.
- Dichotomy between respondents who thought MCW's culture was both negative and unchangeable, v. those who said they had never seen discrimination.
    - *"Our culture puts males and MDs first - and in that culture, affecting change starts in the hands of those that hold the power."*
- Women feeling like if they spoke up they would be looked at unfavorably.
    - *"I did not always feel comfortable asserting myself. I was worried that others might make assumptions about me or characterize me as a 'feminist' (in the negative sense of the word), or as someone who did not necessarily care about all genders. I guess that was my fault on how I delivered my communications."*
    - *"I have tried (to create change) and it is not looked upon well. As a woman leader you are 'too strong' 'need to soften your approach' and 'people should look at you as a mothering figure.'"*

Whys:

Quantitative: Top reasons that people wanted to participate in the IWill campaign:

More than 10% of people ascribed to the following "why's", with "It's fair, just, or right" topping the list at 38.5%.

- It's fair, just, or right
- I want to be part of a community or movement that supports gender equity
- Diverse teams are better
- MCW should be a leader in gender equity

Qualitative: Whys from the text responses:

- Raise good sons
- Personal experiences. This was not one of the top whys in the quantitative responses but was very salient for a few people who spoke to it in the free text.
    - *"I believe change starts at the individual level and wanted to challenge myself to speak up and acknowledge my accomplishments. I have known others whose careers were greatly harmed by being victims of sexual harassment and were retaliated against for standing up and believe it's important to prevent an intimidating and inequitable culture."*

The power to create change:

I have the power to create gender equity in my work environment

	Negative	Positive	Neutral	Total
Male	0.024	0.847	0.129	255
Female	0.089	0.72	0.191	497
Gender non-conf		0.5	0.5	2
Faculty	0.072	0.794	0.134	306
Staff	0.07	0.717	0.213	357
Learner/trainee	0.041	0.836	0.123	73
Other		0.833	0.167	18
Bisexual		1		11
Different orientation	0.333	0.333	0.333	6
Heterosexual	0.068	0.772	0.16	614
Homosexual		0.692	0.308	13
No label?	0.055	0.718	0.227	110

Qualitative: Thoughts regarding the power to create change.
Generally Negative:

1. **I don't have power**
    a. *"I don't feel that I have much power in my work environment to affect anything other than my own actions."*
    b. *"I feel I have the power to contribute to gender equity, not create it because it takes a commitment from multiple levels for that effort. However, as a woman and a member of the MCW community I contribute to the overall culture with my values, beliefs, and behaviors."*
    c. *"This is poor word choice. Authority is one definition of power. Few have that here- I do not. I do have the power to set an example. "*
2. **The system of inequity sits firmly in place**
    a. *"I can do everything in my power to affect gender equity, but ultimately gender (and racial) equity are determined by systems. The entire system (including all individual's thoughts/behaviors and the policies/procedures implemented) needs to support gender equity and take action to make it a reality."*
    b. *"Sometimes I do think I can affect it and sometimes I get a lot of examples from my environment that makes me wonder if it's worth it. Equity comes up a lot in medical environments, especially where rank is important. For women in lower academic ranks or positions not considered as powerful, overall inequity seems greater. For example, I recently had a colleague of similar rank mansplain statistics to me about my own data."*
    c. *"The harassment of women continues and is tolerated. It is more subtle. There is no way to report it because then you are not a 'team player'. What team?"*

Qualitative: Thoughts regarding the power to create change.
Generally Positive:

1. Leading by example/conversation:
    a. *"If I lead by example, others will know what I stand for. They will either decide this is an organizational culture they wish to be a part of or not."*
    b. Starting conversations: *"Through IWill, I learned that a simple act can lead to great discussions that increase knowledge around gender equity. By addressing female colleagues by the title of 'Dr.' in all settings and explaining why I was doing so to all who asked, I believe that more people made a conscious effort to do so, creating a ripple effect that was carried forward."*

Continued: Qualitative: Thoughts regarding the power to create change. Generally Positive:

2. Small changes at the individual level
    a. *"Culture change is not top down. It is small, meaningful changes at all levels."*
    b. *"Every human has the ability to affect gender equity. It does not have to be a grand gesture like running a protest or signing a pledge - it can be a simple step of changing behavior like using your voice at a meeting to make sure your ideas are heard and credited as your ideas. Small steps empower us all to take bigger ones."*
3. We need more people to join in if we are going to be successful.
    a. "I have the power to demonstrate gender equity by my choices I make in my work environment. It will take a critical mass to move this organization toward gender equity."
    b. "One person can't create the ripple that makes change happen. I believe that we each have the power to make a difference individually. However, when we utilize our power collectively our impact becomes even strong. By me contributing in my own way, I am also helping with that collective impact."
4. Leaders hold power, and they can use it positively or negatively.
    a. "My leadership supports it, which empowers me."
    b. "Role modeling at all levels is needed to create a culture. There needs to be accountability regardless of status, for example being a formal leader or a multiple-decade employee or being friends with those at higher levels in the organization. Victims are vulnerable, especially when at 'lower levels' and it is difficult to come forward when there is no true anonymity."
    c. "I have tried through my career to affect gender equity and I do not see that much has changed. It is our leaders that have the real power. I mostly seem to be counseling others not to give up."

I believe that IWill MCW improved gender equity at MCW

Gender				
	Negative	**Positive**	**Neutral**	**Total**
Male	0.053	0.556	0.391	266
Female	0.086	0.407	0.507	501
Gender non-conform			1	2
Faculty	0.083	0.46	0.457	315
Staff	0.072	0.425	0.503	360
Learner/trainee	0.068	0.554	0.378	74
Other		0.65	0.35	20
Bisexual	0.182	0.545	0.273	11
Different orientation	0.333		0.667	6
Heterosexual	0.066	0.474	0.461	623
Homosexual	0.077	0.308	0.615	13
No Label	0.095	0.405	0.5	116

Feeling like the IWill campaign was a positive experience:

I was able to gain what I hoped I would from IWill MCW

	Negative	Positive	Neutral	Total
Male	0.056	0.598	0.346	266
Female	0.088	0.49	0.422	498
Gender non-conform		0.5	0.5	2
Faculty	0.086	0.545	0.369	314
Staff	0.072	0.487	0.44	359
Learner/trainee	0.068	0.616	0.315	73
Other	0.05	0.65	0.3	20
Bisexual	0.091	0.727	0.182	11
Different orientation	0.333	0.167	0.5	6
Heterosexual	0.068	0.552	0.381	620
Homosexual	0.077	0.385	0.538	13
No label?	0.112	0.414	0.474	116

Qualitative: In what ways were you pleased or disappointed by the IWill campaign?

1. **Pleased:** What were you pleased about regarding the campaign:
    a. Visible leader enthusiasm, large response, reminders, problem acknowledged and discussed, institutional emphasis, MCW leader in gender equity
2. **Disappointed:** What disappointed you about the campaign?
    a. About the campaign:
        i. Not enough improvement seen.
        ii. Sense that it was artificial and contrived, and therefore difficult to promote
        iii. *"I feel a little defeated and sad. The IWill campaign highlighted more disparities and inequities rather than moving our organization forward. Maybe that's the goal at this stage is to create more awareness. We need purposeful action from our male leaders, we need more women in the highest level of leadership."*
    b. About the approach the IWill team took:
        i. Wished there were more or different learning opportunities
        ii. The approach the campaign took to gender: gender binary/gender not binary
        iii. That there wasn't more of an expectation that everyone participates, or that more people didn't participate,
        iv. No follow through, seemed like we were checking a box rather than really working on something

Working with gender equity during COVID-19:

Working with my IWill pledge during COVID19 has been ___

	Gender			
	Easier	**Same**	**Harder**	**Total**
Male	0.035	0.527	0.438	260
Female	0.022	0.401	0.577	496
Gender non-conforming	0.500	0.500		2

Promoting gender equity during COVID19 has been ___

	Gender			
	Easier	**Same**	**Harder**	**Total**
Male	0.046	0.625	0.328	259
Female	0.028	0.462	0.510	494
Gender non-conforming		0.500	0.500	2

Qualitative: Since the COVID-19 crisis, please comment on working with your IWill pledge, promoting gender equity and your experience of your professional work.

There were many comments regarding COVID and gender equity (survey was opened in May 2020). I present just a few themes here:

COVID-19: Qualitative generally positive:

1. Work-related:
    a. Web-based meetings make equity easier to achieve:
        i. *"Prior to the pandemic, I recognized the inequity especially during in-person meetings, when certain leaders would default to other males at the table. Now working virtually, I am often leading the meeting, or consulted for my insight and support."*
        ii. *"Most unsolicited comments or conversations I have observed occur in these open settings, where people with open workstations are easily approachable, cannot easily leave, and others may not be around for accountability."*
2. New work opportunities related to COVID
    a. *"New COVID-19 research gave me another opportunity to think about how we might expand our research protocols to be more inclusive of all genders."*
3. Reconnecting with family
    a. From a mother: *"During the pandemic, I am reminded of how powerful it is to be a mother. I feel fortunate to spend this time with my daughter, she is a gift and the time with her is magical. The balance is the challenge. My husband is essential so I do not have the opportunity to share the load in the ways I might like between work and homeschooling."*
    b. From a father: *"During the pandemic my wife and I welcomed our first child into this world. Due to covid-19 related work restrictions I was able to spend far more time at home with my newborn then I would have without the virus. This has allowed the two of us to bond to a higher degree then we would have if I had simply returned to work after my two weeks of PTO."*

COVID-19: Qualitative generally negative:

1. Work-related:
    a. **Junior faculty are more vulnerable:** "*Junior faculty have less resilience to these effects, as they might not have as large of teams working under them to help 'carry the load,' etc."*
    b. **Difficulties working from home:** "*lack of consideration for changing availability for meeting times, and the expectation that everyone should be able to get 'x' done with ease now that 'we're all just sitting at home'."*
    c. **Work overload:** "*This has been really tough. I have spent significantly more time mentoring students informally who need support right now, helping my colleagues who are struggling, and agreeing to serve on ad-hoc committees and groups that have emerged in response to the pandemic. This all feels like the right thing to do right now. However, my other responsibilities have not diminished and the expectations are just as high as ever. I feel like I've been asked to be significantly more and take a pay cut. I realize it's necessary, but I fear this will disproportionately affect female faculty."*
    d. **Furloughs:** *"I was furloughed … I am glad to be back, but it seemed to have taken a lot of work for my leaders to bring me back."*
2. Home-related:
    a. Erasing boundaries:
        i. "With women already often taking more of the burden of both home and work, the lack of distinct boundaries between the two has markedly enhanced the stress around these inequities."
    b. Gender stereotypes – burden of work on women:
        i. "Since stay-at-home, I have starkly felt the effects of stereotypical gender roles, with my husband going to work … and me working from home all day. Most obvious is the two-sided nature of this experience. On the one hand, I am now doing more cooking and cleaning and household chores while my husband is doing relatively far less, whereas when we both worked out of the home these responsibilities were more equally divided."
        ii. "When I was working from home, I was also doing the majority of childcare, despite my spouse being home as well. I consider us a pretty fair and equitable partnership but there's still a lot that we as a society have to work on as the burden on working moms during this pandemic is/feels so much larger on working moms."