



# Effective Practices

Sixteen Organizational Practices  
to Advance the Careers  
of Women in Science

*Compiled and presented by the  
Core ACTeam (AXXS Coordinating Team)  
October 2004*



## About the ACTeam (AXXS Coordinating Team)

***Our Mission: The ACTeam encourages and assists scientific societies and other professional organizations to implement and sustain initiatives to advance the careers of women in science.***

AXXS '99 created fourteen initiatives to advance the careers of women in science. One of those initiatives was to create a coordinating group that would “move from awareness to action in addressing issues related to women in science, engineering, and technology.” (AXXS '99 Report)

In June 2000, the Office of Research of Women’s Health sponsored a follow-up meeting to prioritize and refine the AXXS '99 initiatives and to develop action plans for implementing these initiatives, both within and across scientific societies. The four key strategies that came from that meeting are: Enhance Women in Leadership Positions; Enhance Mentoring Programs; Promote the Visibility of Women in Science; and Gather, Evaluate, and Publish Best Practices

Twenty-six participants at this meeting volunteered to form the ACTeam, AXXS Coordinating Team. It is a virtual team dedicated to working with its network of societies and academic organizations to move from plans to initiatives, implementing activities aligned with the four key strategies developed by AXXS 2000. The Core ACTeam, also a virtual team, is comprised of eleven members and a facilitator who represent the larger team and work to realize its mission.

The ACTeam is grateful to the Office of Research on Women’s Health, National Institutes of Health, for providing seed money for AXXS '99, sponsoring the AXXS 2000 follow-up meeting, and supporting the work of the ACTeam.



## Members of the Core ACTeam

### Chair

W. Sue Shafer, Ph.D.  
University of California, San Francisco

### Team Members

Abhijit Ghosh  
Program Analyst  
Contractor to the Office of Research on Women's Health  
National Institutes of Health

Jong-on Hahm, Ph.D.  
Director, Committee on Women in Science & Engineering  
National Research Council

Gwendolyn Puryear Keita, Ph.D.  
Director, Women's Programs Office  
Associate Executive Director  
Public Interest Directorate  
American Psychological Association

Vicki L. Malick  
Communications Director (Acting)  
Office of Research on Women's Health  
National Institutes of Health

Elizabeth Marincola. AB, MBA  
Executive Director  
The American Society for Cell Biology

Pamela Marino, Ph.D.  
Program Director  
National Institute of General Medical Sciences, National Institutes of Health

Page S. Morahan, Ph.D.  
Co-Director, Executive Leadership in Academic Medicine (ELAM) Program  
Drexel University College of Medicine  
"in the tradition of Woman's Medical College and Hahnemann University"

Joyce Rudick  
Director, Programs and Management  
Office of Research on Women's Health  
National Institutes of Health

Richard L. Shafer  
Retired  
Former Executive Officer, National Center for Research Resources



Team Members con't

Andrea Zardetto-Smith, Ph.D.  
Assistant Professor  
College of Arts and Sciences  
University of Nebraska, Omaha  
Member, Women in Neuroscience  
Member, Society for Neuroscience

Team Facilitator

Michael Milano, Murphy & Milano, Inc.





## Effective Practices

***Effective Practices are programs, policies, or other initiatives within and/or offered by an organization that are proven tools for the advancement of women in science.***

Effective practices may fit into, but are not limited to, the following categories:

- Leadership Development
- Professional Advancement
- Increasing Women's Representation and Visibility
- Mentoring
- Achievements of Women's Committees

One of the key strategies that emerged from the follow-up meeting to AXXS '99 was to "gather, evaluate, and publish" best practices. The Core ACTeam created a submission form and put out a call for such practices beginning in October, 2001.

### Submission Format

1. Name of Sponsoring Organization
2. Title of the Effective Practice
3. Aim/Intention of the Effective Practice
4. Description of the Effective Practice
5. Description of how organization knows the Effective Practice is successful.
6. Contact Information (name and contact information) for those who desire more information about the Effective Practice.

Effective Practices are evaluated by the submitting organization and not by the Core ACTeam. There is a review process by members of the Core ACTeam for consistency of Practices. They are made available to other organizations through the AXXS Website, <http://www4.od.nih.gov/axxs>, through email updates, and through distribution at events such as AXXS 2002.

We commend the wisdom of those organizations that have created and implemented Effective Practices. We are grateful for the generosity of those organizations that have chosen to share their Effective Practices. And, of course, we hope that many organizations will adapt and implement these practices toward our shared goal of advancing the careers of women in science.

Organizations are invited to submit Effective Practices to be added to this compendium. Please see Appendix A, Page 39, of this publication for Effective Practices Submission Form.



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## **Improving the Climate for Women in Physics Site Visit Program**

**Sponsoring Organization:** The American Physical Society (APS)

**Aim/Intention:** The American Physical Society has designed its Climate for Women Site Visit Program to help physics departments improve the "chilly climate" that women in physics sometimes experience. By speaking with graduates, undergraduates, faculty administrators, an experienced team of women physicists evaluates the strengths and weaknesses of a physics department in communicating with and supporting women. Funding from the National Science Foundation was obtained to carry out the first 10 site visits and to conduct a national survey of undergraduate and graduate physics students on climate issues. Since the program began in 1990, visits have been conducted at over 20 universities, and, more recently, at two national labs.

**Description:** The one-day site visit is initiated by an invitation from the Department Chair to the Chair of the Committee on the Status of Women in Physics (CSWP). The CSWP Chair appoints a leader for the site visit, a distinguished female physicist with experience on other site visits. The team leader is responsible for selecting two to four additional female physicists to participate in the visit. By speaking with graduates, undergraduates, faculty and administrators, the team evaluates the strengths and weaknesses of the department in communicating with and supporting women.

Survey questionnaires from APS are administered in advance of the visit to undergraduate and graduate students. The numerical results and any comments are provided to the site visit team. Additional information about the department and the institution is also requested (enrollment statistics by gender, faculty roster, recent hiring activity and recruiting brochures). At the close of the visit, the site visit team ordinarily conducts an exit interview with the Department Chair to render a preliminary report of its findings. A confidential written report to the chair is produced by the team after the visit. No information specific to the department is made public.

**How do we measure success?** The chair is asked to report back to the site visit leader six months after the visit, highlighting the changes which have occurred in the department as a result of the visit. Among the outcomes reported were:

- Increased effort to recruit and appoint women faculty members
- Increased efforts to recruit female graduate students
- Improved communications between women and department chairs
- More women speakers invited
- Improvements in the safety of the department and in facilities for students (lounges, computers, etc)
- Increased activity in career counseling and contacts with industry.
- Improvements in undergraduate advising.

Many of the changes improved the climate for men as well as for women!

**Contact Information:** For more information about the Climate for Women Site Visit program, please visit the web site at <http://www.aps.org/educ/cswp/visitdes.html> or contact Sue Otwell, Education Programs Administrator, [women@aps.org](mailto:women@aps.org)



## **APA Task Force on Women in Academe: Report and Recommendations**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To identify, examine, and address obstacles facing women pursuing careers in academic psychology.

**Description:** At the recommendation of APA's Committee on Women in Psychology, APA established the Task Force on Women in Academe, charged with delineating and evaluating issues associated with recruitment, retention, and progress of women psychologists throughout careers in academe. The Task Force released its report -- "Women in Academe: Two Steps Forward, One Step Back" -- in 2000. The complete report is available at the APA Women's Programs Office web site:  
<http://www.apa.org/pi/wpo>

The report outlined a profile of women psychologists, obstacles to women's success in academe (including difficulties of difference, the process and effects of discrimination, the complexities of self-presentation, and perceptions of behavior by others and oneself), and academic roles (teaching, research, service and leadership). Recommendations addressed enhancing the academic climate, equity in compensation, ensuring accountability, enhancing the environment for women as well as to institutional presidents, provosts, deans, and chairs, as well as to APA the organization.

The report was disseminated widely to associations and leaders involved in academic psychology. An Executive Summary of the report was disseminated to chairs of graduate departments of psychology and to college and university presidents, and provosts, along with a request for feedback for implementing the recommendations.

An article based on the report and highlighting critical issues appeared in the December 2001 issue of APA's main journal, the *American Psychologist*.

The Committee on Women in Psychology is now in the process of developing plans to implement the recommendations of the Task Force.

**How Do We Measure Success?** In an effort to measure the overall effectiveness and usefulness of this information, a brief questionnaire was mailed with the Executive Summary of the report to chairs of graduate departments of psychology. A majority of the respondents found the report useful and relevant, and felt that the recommendations in the report were comprehensive and essential for addressing the issues facing women in academia. These recommendations also form the basis for continuing efforts by the Committee on Women in Psychology, working with other groups, to address the inequities documented in the report.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044





## **Committee on Women in Psychology Leadership Awards**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** One of the critical priorities of APA's Committee on Women in Psychology (CWP) is to increase the visibility of women as researchers and scholars in psychology, and to increase the visibility of women's issues in research. Because awards have traditionally been a vehicle for increasing visibility, CWP, in addition to regularly nominating women for other awards, established the annual CWP Leadership Awards. These awards recognize both distinguished and emerging leaders in psychology, in scholarship and research, as well as service and public interest.

**Description:** Each year, CWP invites nominations for its Distinguished and Emerging Leadership Awards. The awards demonstrate CWP's commitment to ensuring that women receive equity both within psychology and as consumers of psychological services, and that issues pertaining to women are kept at the forefront of psychological research, education, training, and practice.

Emerging leaders are psychologists who have received their doctorate within the past 15 years, have made a substantial contribution to women in psychology and show promise of an extensive, influential career. Distinguished leaders are psychologists who have worked for 15 years or more after receiving their doctorate, and who have a longstanding influence on women's issues and status.

**How Do We Measure Success?** The roughly 50 individuals who have received these awards since 1985 rank among the most distinguished and respected in psychology. These CWP Leadership Awards are sought after and highly visible, raising the profile not only of women leaders in psychology, but of women's issues and the importance of addressing women's issues generally.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044



**“The Directory of Selected Scholarship, Fellowship, and Other Financial Aid Opportunities for Women and Ethnic Minorities in Psychology and Related Fields”**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To make available to women and minorities resources for financial assistance, for individuals pursuing undergraduate, graduate, and postdoctoral studies.

**Description:** The Women’s Programs Office (WPO) produces, disseminates, and regularly updates the "Directory of Selected Scholarship, Fellowship, and Other Financial Aid Opportunities for Women and Ethnic Minorities in Psychology and Related Fields," which includes summaries and contact information for over 80 financial aid resources. APA disseminates this information on the web, at <http://www.apa.org/pi/wpo/directory.html>

**How Do We Measure Success?** This document has been among the most requested publication produced by WPO in the more than 10 years that the office has produced it, not only by individual students but by financial aid offices and high school counselors across the country.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044



## **“Graduate Faculty Interested in the Psychology of Women”**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To make available to individuals seeking graduate study information on programs with faculty engaged in research or practice with a focus on women or women's issues.

**Description:** The Women's Programs Office (WPO) produces, disseminates, and regularly updates "Graduate Faculty Interested in the Psychology of Women." Approximately 756 chairs of graduate departments in psychology are polled for information on faculty, programs, and courses with a focus on the psychology of women. APA disseminates this information on the web, at <http://www.apa.org/pi/wpo/gradfac.html>

**How Do We Measure Success?** WPO has produced this publication for more than 10 years, reflecting a growing interest on the part of women in the field of psychology. Women represented approximately 1/3 of all PhD recipients in 1976, and by 1996, women represented 2/3.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044



## **Increasing the Representation of Women and Ethnic Minorities as Editors of APA Journals**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To increase the number of women and ethnic minority psychologists who serve as editors of APA journals, and also as associate editors, consulting editors, and reviewers.

**Description:** Increasing the representation of women and ethnic minority psychologists among those serving as editors of APA journals has been a long-standing concern and priority of the Committee on Women in Psychology (CWP), in collaboration with APA's Publications and Communications (P&C) Board. This initiative includes several separate strategies:

- CWP conducted a survey of APA journal editors, to explore why women and men agree to serve as editors, and to explore gender differences (this study will be available in early summer 2002).
- An article was published in APA's newspaper/magazine (the *APA Monitor*), including an interview with a woman APA editor, which examined some of the issues women face in this role, and encouraging women to serve in this capacity.
- APA's P&C Board requires journal editors to report annually on the numbers of women and ethnic minorities serving as associate editors, consulting editors, and reviewers.
- To support current journal editors' efforts to identify ethnic minorities as reviewers and members of editorial boards, the P&C Board developed a database of abstracts of ethnic minority psychologists' papers, as a resource for reviewers.
- An open call for reviewers, specifically encouraging members of underrepresented groups, runs regularly in APA journals.
- The P&C Board sponsors a "How to Publish Your Journal Article" session at APA annual conventions and at regional psychological association meetings, with the goal of building the publishing record and experience of women and ethnic minorities, to ultimately increase the proportion of these groups represented as reviewers and editors.

**How Do We Measure Success?** In 1985, 15% of APA's 20 journal editors were women; in 2000, 32% of APA's 31 editors were women. There were 0 ethnic minorities serving as editors in 1985, and in 2000. The representation of women has increased, but the representation of ethnic minorities remains a serious issue. CWP is continuing to examine and address the issues and obstacles to women serving as journal editors, with particular concern for ethnic minority psychologists.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044





## **Survey of APA Governance**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To monitor the participation and status of women as leaders in the field of psychology.

**Description:** The Women's Programs Office (WPO), and the Committee on Women in Psychology (CWP), which it supports, seek to ensure that women achieve equality in the field of psychology. To fulfill this function, WPO works with APA's Research Office to collect data on the level of representation of women, ethnic minorities, gay men, lesbians, and bisexuals, and individuals with disabilities serving on and running for office in APA governance (i.e., on APA boards and committees). Initiated by a directive from APA's Council of Representatives in August 1998, these data were collected and analyzed for 1999, 2000, and 2001. Data for 2003 and 2004 are currently being updated. The report of results of each survey continues to be provided to all APA board and committee members, for review of the processes and also to monitor and identify where gaps in representation exist.

These data will continue to be collected, every other year, and shared with all board and committee members. Every 5 years, WPO and Research Office staff will survey board and committee nominees and members running for Council, to track the progress of nominees in the APA governance pipeline and thus allow better determination of where diversity issues may need to be most vigorously addressed, as well as to determine if differences exist in how members are nominated, and in how successful one form of nomination may be over another.

**How Do We Measure Success?** This report is widely disseminated to APA governance. The Committee on Women in Psychology consults these data as part of their role in monitoring the status and advancement of women. Several governance groups have provided comments to CWP, noting where diversity appears to be lacking, indicating an increase in the visibility of these issues.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044



## **“Surviving and Thriving in Academia: A Guide for Women and Ethnic Minorities”**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To assist new PhDs who are women and/or ethnic minorities in seeking and selecting jobs that effectively complement their personal mix of skills and career goals; to help women and ethnic minority faculty members maximize their chances of gaining promotion and tenure; and to identify strategies to support members of underrepresented groups as they encounter emotional and strategic challenges that may occur if they are denied tenure or promotion.

**Description:** In 1992, APA's Committee on Women in Psychology (CWP) produced a guide for women pursuing careers in academic psychology. In 1998, CWP and APA's Commission on Ethnic Minority Recruitment, Retention, and Training in Psychology produced a revision, entitled *Surviving and Thriving in Academia: A Guide for Women and Ethnic Minorities*. This publication is available at APA's web site:

<http://www.apa.org/pi/oema/surviving/>

Topics include:

- Factors to consider in deciding to pursue a career in academia (assessing institutions, application and interviewing processes, negotiation)
- Maximizing chances for promotion and tenure (pros and cons of teaching, research/publishing, and service roles, relationships; evaluations)
- Strategies for coping with negative tenure outcomes and other negative feedback, including options or response

**How Do We Measure Success?** We continue to see 40-50 hits per week on the web site version of this publication (i.e., over 2,000 hits per year).

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044



## **“Women in the American Psychological Association”**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To monitor the participation and status of women as leaders in all areas within the field of psychology.

**Description:** The Women's Programs Office (WPO), and the Committee on Women in Psychology (CWP), which it supports, seek to ensure that women achieve equality in the field of psychology. To fulfill this function, WPO collects data on the representation and status of women in the psychology field. WPO regularly updates and disseminates "Women in the American Psychological Association," an assessment of the status of women's participation in APA governance (boards and committees), in the journal publication process, in accreditation, and in the administration of APA's Central Office. This publication is available at <http://www.apa.org/pi/wpo/wapa/homepage.html>

**How Do We Measure Success?** This publication is widely disseminated to APA leadership. The Committee on Women in Psychology consults these data as part of their role in monitoring the status and advancement of women. The Women's Programs Office at APA considers it critical to regularly collect data on the status and advancement of women. The data provided in this report reflect and document changes in the field. This report is also used by groups within APA to support the advancement of women, and is thus used by these groups to inform their own efforts and monitor progress.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044



## **Women in Science and Technology Convention Symposia, Website, and Book**

**Sponsoring Organization:** American Psychological Association (APA)

**Aim/Intention:** To identify, examine, and address obstacles facing women pursuing careers in scientific psychology.

**Description:** APA is publishing a book based on a series of symposia presented at the 2000 APA Annual Convention in Washington, DC. The symposia focused on Women in Science and Technology (WIST), and addressed the following five topics:

- Challenges to women in science and technology;
- The impact of information technology on girls and women;
- Access to technology over the developmental life span;
- Diversity in women's perspectives about and contributions to science and technology; and
- Methodological contributions in assessing system environments and gender impact.

APA's Women's Programs Office in the Public Interest Directorate collaborated with APA's Education and Science Directorates to develop this convention program, and are collaborating on the resulting book.

Resources in support of this 2000 program remain available at APA's web site at <http://www.apa.org/science/wist/> including:

- Resources, publications, links on women in science in technology.
- Career development profiles of woman psychologists in prominent leadership positions.
- A "Time-Line of Historical Highlights" of women's achievements in science and technology, from Merit Ptah (Egypt 2700 BC), a physician and the first woman recorded by name in the history of science; to Kamal J. Ranadive (India, 1917), a research scientist who introduced tissue culture technology into India; Gertrude Belle Elion (U.S., 1918-1999), a co-recipient of the 1988 Nobel Prize in Medicine; and Katsuko Saruhashi (Japan, born 1920), a geologist/chemist and the first woman of Japan's Science Council.

**How Do We Measure Success?** The symposia were well-received, and resulted in the plan for the book, to disseminate the information to a wider constituency.

**Contact Information:** Gwendolyn P. Keita, PhD, Director, Women's Programs Office, APA 202/336-6044; Merry Bullock, PhD, Associate Executive Director, Science Directorate, APA, 202/336-5955.





## **Career Issues Facing Cell Biologists Lunch**

**Sponsoring Organization:** American Society for Cell Biology, (ASCB)

**Aim/Intention:** Our goal is that each attendee at the lunch will come away from the year's Annual Meeting enriched by the initial contacts they have made and strengthened by positive feedback regarding a career issue of concern to them.

**Description:** The initial impetus for organizing the lunch in 1995 was to enable ASCB members with common interests and concerns to meet during the Annual Meeting. The large size of the Annual Meeting can be intimidating, especially to the young cell biologist for whom it is critical to make contacts that will be useful to them as they progress in their careers. The theme for the lunch is "Career Issues Facing Biologists: Discussion and Networking." The lunch is estimated to draw about 500 men and women. The two-hour, roundtable session is lead by one or more senior scientists per table.

### **Career Options and Issues:**

- A. Biotech & Pharmaceuticals
- B. Management Consulting & Venture Capital
- C. Patent Law/Intellectual Property
- D. Scientific Journalism
- E. Careers in Computational Biology
- F. Working with Congress & Federal Government
- G. Working in Scientific Foundations & Funding Agencies
- H. Research in Government Laboratories
- I. Teaching and Research in Primarily Undergraduate Institutions
- J. Developing Your Career
- K. Obtaining an Appropriate Postdoc Position
- L. Job Application Strategies for Academic Positions
- M. Developing your Administrative Techniques/Management Skills
- N. Collaborations and Authorship
- O. Family and Career Issues
- P. Mentoring and Being Mentored
- Q. Funding Opportunities for Research at Primarily Undergraduate Institutions
- R. Mid-Career Transitions
- S. Setting Up Your First Laboratory
- T. Ethics and the Politics of Science
- U. Issues for Women in Science
- V. Gay and Lesbian Issues in Science
- W. For Undergraduates: What Comes Next?

**How Do We Measure Success?** The lunch has been held every year since 1995. Each year the lunch is fully subscribed; attendance is always more than 500. Typically attendance is limited by the size of the room. At the meeting, participants who did not register for the event, fill any empty seats.

**Contact Information:** Cheryl Henchcliffe, Executive Assistant, ASCB  
chenchcliffe@ascb.org



**Women in Cell Biology Committee:**

**Sponsoring Organization:** The American Society for Cell Biology (ASCB)

**Aim/Intention:** To demonstrate through role-playing the skills needed to deal with various career issues.

**Description:** Each year since 1999 at the ASCB Annual Meeting, the Women in Cell Biology Committee presents an evening program that is open to all Society members. In recent years, the program has featured prominent scientists engaging in role-playing scenarios that, while humorous in delivery, center on a common and important theme. The scenarios are crafted to emphasize the likely outcomes of effective and ineffective practices, but the participants enjoy the liberty of improvisation, adding to the program's spontaneity and appeal. After each scenario has been presented, the program moderator summarizes the main point for the audience. Finally, the program concludes with an open-microphone, question-and-answer session for the audience to query the participants.

**How Do We Measure Success?** Typically success is measured by the level of attendance at the program (pre-registration is not required), by the level of audience participation in the question-and-answer session, by feedback to members of the Women in Cell Biology Committee, and by the willingness of prominent Society members to participate. Since the inception of the role-playing venue, attendance at the evening program has averaged in the hundreds. The presentations have been greeted with lots of laughter and thoughtful questions, and the question-and-answer sessions have exceeded the time allotted. In addition, feedback to the committee has been very positive and many Society members have agreed to participate as role-players.

**Contact Information:** Cheryl Henchcliffe, Executive Assistant, ASCB  
chenchcliffe@ascb.org



## **ELAM Forum on Emerging Issues**

**Sponsoring Organization:** Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM) Program for Women

**Aim and Description:** At the close of ELAM's Spring Session, a residential session that is the third and final session of ELAM, Fellows are joined by their Dean or senior institutional representative for a day-and-a-half event. The Forum's primary objectives are (1) to provide an interactive format for Fellows and Deans to work closely together exploring a crucial, substantive issue facing academic health centers; (2) to engage the participants in open communication on a relatively level playing field; (3) to introduce a new, innovative concept or methodology that provides "added value" to participants and their institutions; (4) to provide an opportunity for ELAM Fellows to demonstrate their new leadership skills to their Deans; (5) to allow time for each Fellow to meet privately with her Dean for reviewing her professional goals and long-range, post-ELAM planning that addresses the needs of their home institution; and (6) to share with Deans ELAM's most recent evaluation/outcomes and good practices of recruitment, retention, advancement and mentoring support of women.

### **How Do We Measure Success?**

**External Support:** The ELAM Forum has been held for nine consecutive years, beginning in 1996, and has garnered external sponsorship for seven of those years (two years each from the University of Michigan and from Colgate-Palmolive Company and one year each from the Josiah Macy Jr. Foundation, University of Utah School of Medicine, University of Texas, Galveston). The tenth Forum, in 2005 will be sponsored by M.D. Anderson Cancer Center.

**Attendance by the dean:** Numerous medical school deans have attended several Forums indicating that they are perceived as worthwhile. Deans would be unlikely to give up two days of their time if they were not obtaining something of practical value.

**Application of learning:** A number of deans subsequently have used materials and information from the Forum; one successful planning effort based on the methodology introduced at the first Forum later was published. Some deans have incorporated new approaches for advancing women in their schools, using information and resources obtained during the Deans' Breakfast.

**Recognition of ELAM Fellows:** We know of several contacts that were made among Fellows and deans at the Forum that led to recruitments.

**Contact Information:** Deidra Lyngard, ELAM Program, phone 215.842.6041, fax 215.842.1041, or e-mail [dlyngard@drexel.edu](mailto:dlyngard@drexel.edu)



## **The Association of American Medical Colleges (AAMC) Early and Mid-Career Women Faculty Professional Development Seminars**

**Sponsoring Organization:** Association of American Medical Colleges (AAMC)

**Title:** Association of American Medical Colleges (AAMC) Early and Mid-Career Women Faculty Professional Development Seminars

**Aim/Intention:** The purpose of the seminars is to increase the number of women leaders in academic medicine.

**Description:** Held annually since 1989, each professional development seminar is limited to 125 participants in order to keep workshops small. In addition to 2-3 plenaries, each seminar includes 12 workshops on such topics as financial management, conflict management, writing for professional journals, and leading from the middle. Optional focus sessions on spiritual renewal, identifying and finding a mentor, and moving beyond guilt, are offered in the evening. About half of the participants take advantage of the special CV review session, allowing participants to meet with a senior faculty member to review their CV and receive one-on-one feedback.

Seminar objectives include: assisting attendees in developing key skills and knowledge related to academic and organizational leadership, providing attendees with insights into the realities of building a career in academic medicine, and expanding their network of colleagues and role models through networking opportunities. To date over 2,500 women have participated in at least one of the seminars.

**How Do We Measure Success?** In 1997, we surveyed all those who attended the MCS between 1993 and 1996 and obtained a 25% response rate. We asked two types of questions: 1) Career progress since attending the seminar and 2) The value of the seminar in expanding specific skills.

Of the respondents who answered “yes” regarding career progress since attending the seminar: Increased responsibility but no change in title (31%); received new administrative title (46%); promoted to full professor (54% and 18% to chief or chair role); elected to office or major role/position in professional society (50%); interviewed for other positions (24%) (64% were contacted by a search firm in the past 2 years).

How important was the seminar in helping to expand specific skills? Here are the percentages of the respondents answering “very or extremely important:” Understanding what it takes to advance in academic medicine (74%); organizational leadership skills (74%); determination to program in academic medicine (64%) and network of colleagues (43%).





**The Association of American Medical Colleges (AAMC) Early and Mid-Career Women Faculty Professional Development Seminars - continued**

In addition, even though these seminars are the only AAMC Professional Development programs requiring a letter of recommendation with the application, they are the only ones, which have more applicants than can be accepted. We usually achieve a 60-70% return on the seminar evaluations and use these results in the design of subsequent programs.

**Contact Information:** For more information about the seminars or other AAMC Women in Medicine resources see [www.aamc.org/wim](http://www.aamc.org/wim) or contact Valarie Clark, Director, Women in Medicine Programs, 202-828-0586, [vclalrk@aamc.org](mailto:vclalrk@aamc.org).



**“Pocket Mentor, A Manual for Surgical Interns and Residents”**

**Sponsoring Organization:** Association of Women Surgeons (AWS)

**Aim/Intention:** To give advice to young women starting surgical residency programs on a variety of personal and practical topics - a surgical intern’s survival guide.

**Description:** A pocket sized manual first written by Joyce Majure, MD, FACS in 1994 and recently updated by Danielle Walsh, MD, a current resident at Harvard, with short, informal chapters on topics like Learning to be a Surgeon, Surgical Politics, Directing Your Future, etc. Corporate sponsorship has provided funding for the distribution of the Pocket Mentor to interns of both genders.

**How do we measure success:** Other organizations have imitated the format. Feedback from interns is positive and program directors often ask for copies to give to all their residents.

**Contact Information:** Janet Popp, Executive Director, AWS, [info@womensurgeons.org](mailto:info@womensurgeons.org)



### **“Women Are Surgeons” (videotape)**

**Sponsoring Organization:** Association of Women Surgeons (AWS) / National Institute of Health (NIH) joint venture

**Aim/Intention:** To inspire and encourage female students from diverse backgrounds to aim for careers in surgical fields.

**Description:** A videotape aimed at middle school and junior high students. Real-time portraits of three dynamic, female surgeons with scenes at home with their families and in their hospital practices. The surgeons are a Hispanic female trauma surgeon, an African-American female cardiothoracic surgeon, and a Native American female orthopaedic surgeon. Middle school students ask questions about their lives and get some answers.

**How do we measure success?** Numerous AWS member have taken the videos into schools with very positive feedback.

**Contact Information:** Janet Popp, Executive Director, AWS, [info@womensurgeons.org](mailto:info@womensurgeons.org)



## **Appendix A: Request for Submission of Effective Practices**

### **Advancing the Careers of Women In Science**

The AXXS (Achieving Excellence in Science) Core ACTeam requests submission of one or more of your society's Effective Practices related to advancing the careers of women in science. These Effective Practices may be included on the AXXS Website (<http://www4.od.nih.gov/axxs/>) and also may be published for other purposes such as future workshops cosponsored by the ACTeam.

***Effective Practices are programs, policies, or other initiatives within and/or offered by your organization that are proven tools for the advancement of women in science.*** Effective practices may fit into, but are not limited to, the following categories:

- Leadership Development
- Mentoring
- Professional Advancement
- Achievements of Women's Committees
- Increasing Women's Representation/Visibility

Submission Format (samples can be viewed on the AXXS website, address above, under the "Resources and Links of Interest" tab)

1. Name of Sponsoring Organization
2. Title of the Effective Practice
3. Aim/Intention of the Effective Practice: 1-2 sentences
4. Description of the Effective Practice: 1-2 brief paragraphs
5. Description of how organization knows the Effective Practice is successful: 1-2 brief paragraphs
6. Contact Information (name and email address) for those who desire more information about the Effective Practice.

#### Submission Guidelines

- A. All submissions will be edited for consistency and style. A subcommittee of the Core ACTeam will review all submissions for suitability for posting.
- B. Please keep submissions to approximately one page, following the format above.

Submit to Michael Milano, ACTeam Facilitator, to whom questions should be addressed, at [MandMilano@aol.com](mailto:MandMilano@aol.com).

Thank you very much for your interest.

9/7/04