

LEADERSHIP DEVELOPMENT FOR WOMEN
IN ACADEMIC FAMILY MEDICINE

1. PURPOSE OF THE PROJECT

This proposal has one primary purpose, and several subsidiary purposes. The main objective of the project will be to identify opportunities and challenges for women in academic family medicine to assume leadership roles within their academic institutions as well as the specialty of family medicine itself. This goal will be accomplished through the simultaneous pursuit of a series of subgoals on several different levels.

DEPARTMENTAL LEVEL: This proposal is submitted by all the women faculty of a single department of family medicine. This department is unusual in having a large number of women faculty (7 of 14) representing a range of experiences and interests (junior faculty to full professor; demonstrated leadership in areas of teaching, administration, and research). By bringing together all these women to work on a single project, and by using a qualitative methodology to study the process by which the group pursues its goals, we believe we can develop a model of cooperative leadership of potential use to other women faculty in family medicine.

RESEARCH LEVEL: Secondly, after reviewing the relevant literature on women and leadership, we intend to conduct a mail survey (with a follow-up telephone interview) of all women faculty in academic family medicine to ascertain their perceptions of opportunities for and barriers to leadership. As a specialty, family medicine is still in the process of asserting its academic credibility. Thus, this aspect of the proposal is an effort to give women faculty the experience of using research methodology to advance our understanding of leadership issues facing women in academic family medicine.

MENTORING AND NETWORKING LEVEL: Third, we will make use of expert consultants both within and outside of family medicine to learn more about ways in which women can best exercise leadership, and make full use of their professional potential. This will be accomplished through 3 day long workshops presented by women with recognized expertise in the area of women in medicine and leadership. These workshops will focus on topics such as organizational climate, leadership style, team and committee leadership, crisis management, etc. The workshops will give the project team a direct experience of mentoring and networking with powerful women in leadership positions. In addition, through the process of telephone interviewing described above, the project team will network more informally with a wide range of women faculty across the country.

SPECIALTY LEVEL: Based on the information and understanding obtained by the project team from the survey data, the phone interviews, the input and guidance of expert mentors, and our own group process, we will develop a series of workshops specifically targeting women at different levels of professional development in family medicine, with interest in pursuing leadership positions in a variety of different areas (administrative/clinical, teaching/curriculum, and research). While members of the project team will be responsible for initiating and developing these workshops, it is also our intention to involve women faculty from other institutions with recognized expertise in the area of focus. These workshops will include resource materials and a faculty development workbook. We hope to present one or more of these workshops at STFM as well as at regional meetings.

2. ANTICIPATED OUTCOME

We expect a variety of different outcomes, in line with our multi-level proposal: 1) We expect to learn more about how faculty women with different professional experience, interests, and training can work together to provide leadership in a specific area (in this case, an inquiry into leadership itself). 2) We also expect to develop a quantitative and qualitative data base on the perceptions of women faculty regarding leadership opportunities and barriers in academic family medicine. 3) Finally, we intend to develop a specific mechanism for transmitting the knowledge and insights we have achieved over the year period to the larger community of women faculty in family medicine departments across the country.

3. POTENTIAL IMPACT

This project can have a multi-level impact. On the departmental level, it will serve the function of team-building, as well as allow us to better understand how women faculty can create an environment of mutual support and leadership. In terms of research, it will make an important contribution to the body of knowledge regarding women and leadership, especially in the field of clinical medicine. Finally, it will significantly impact how academic family medicine evolves by disseminating information on leadership possibilities to other women faculty, and by stimulating academic interest in this issue.

4. JUSTIFICATION FOR THE PROPOSAL

Women are entering medical schools at a rate approaching 40%. Many of these women also choose to go into primary care specialties, including family medicine. Family medicine has proved a receptive home for women. 1990-91 figures show that 35% of all family practice residents are women, and 27% of family medicine faculty are women as well. At the higher levels of advancement, there are 9 women chairs, the largest number of women chairs among the clinical specialties, and 18 full professors (all statistics cited are from AAMC report on status of women, 1992). However, while family medicine has clearly been a leader in terms of women's

professional advancement, more still needs to be accomplished. Many women remain concerned that they are unable to exercise influence in the field commensurate with their experience and abilities. In general, we still find insufficient numbers of women in the top ranks of leadership positions. This proposal is an effort to learn more about how to create a receptive climate to the advancement of women faculty in academic family medicine, and about how to maximize their opportunities in pursuit of their chosen career.

5. BUDGET

Three project team retreats (1 day each): \$750
Plane fare and honorarium for 2 speakers - \$2,000
(costs of 2 speakers will be covered through UCI/COM Dean's Office)
Printing costs for workshop materials - \$500
Survey and mailing - \$750
Data analysis - \$1,000

6. TIMELINE

May, 1993 - Team planning 1 day retreat: Identification of issues, consultants
Literature review
Rough draft of faculty women survey
June, 1993 - Finalization of survey
July, 1993 - First faculty development workshop -
Jane Murray, M.D., Chair, University of Kansas Dept. of Family Medicine; Rebecca Henry, Ph.D., Assoc. Professor, Michigan State University; co-author, Successful Faculty in Academic Medicine
First mailing of survey
August, 1993 - Second survey mailing
Commencement of phone interviews
September, 1993 - Phone interviews continue
Analysis of survey data
Team retreat
October, 1993 - Second faculty development workshop - Judith Rosener, Ph.D., Sr. Lecturer, Graduate School of Management, UC Irvine; Diane Wara, M.D., Assoc. Dean of Women, UCSF
Phone interviews continue
Analysis of survey data
November, 1993 - Analysis of survey data completed
Analysis of phone data begins
December, 1993 - Analysis of phone data continues
January, 1994 - Team retreat
Analysis of phone data completed
Third faculty development workshop - Dona Harris, Ph.D., Assoc. Professor, Michigan State University; Mary Elizabeth Roth, M.D., Chair, Providence Hospital, Michigan
February, 1994 - Development of workshop based on data
March, 1994 - Development of workshop based on data
April, 1994 - Presentation of workshop at STFM
May, 1994 - Refinement of workshop materials based on presentation feedback
Final retreat and project summary preparation

January 19, 1993

TO: Camille Fitzpatrick, M.S.N.
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FROM: Johanna Shapiro, Ph.D.

RE: Leadership Grant

The proposal, "Leadership Development for Women in Academic Family Medicine" is attached so that you will be able to look this over prior to our early meeting Thursday, January 21st at 8:00 a.m. at Family Medicine, Building 200 conference room. See you then.

JS:ls