

# Recruitment of Women Leaders

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**The UT System Women Senior Leaders Network**  
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THE UNIVERSITY OF TEXAS  
**MD Anderson**  
**Cancer Center**  
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# Recruiting women leaders: Policies matter!

## Revised Leadership Search Policy (FY08)

- Search committee must be inclusive (35% women and minorities)
- AVP reviews membership prior to approval
- AVP serves as voting member on all search committees
- Women/minorities must be on short list or the President may question the search

### Result:

12% increase in  
women faculty leaders:

2007: 15%

2015: 27%

# WFP role in leadership searches

## Be Proactive!

- Provide list of women/minority faculty to Provost to serve on search committee
- AVP participates in all aspects of search process, voting member
- Identify potential women candidates
- Encourage women to be candidates – *make personal calls!*
- Discuss inclusion of women/minorities on short list
- Recruit everywhere all the time!
- Educate search committees
  - AAMC unconscious bias e-seminar
  - Behavioral interviewing

# Preventing unconscious bias

- **Inclusive search committee membership >30% women/minorities**
- **All key people in search process take Harvard IAT test**
- **Create an objective/structured interview process**
- **Be aware**
  - **unconscious bias in letters of recommendation**
  - **cultural differences affect first impressions of candidates**
- **Allow time to review candidates, gender bias creeps in when hurried**
- **Learn language to call it (bias) when you see it!**

# Behavioral interviewing

## Principles:

- Past behavior predicts future behavior
  - Stay out of the woods!



# Outcome: Women faculty leaders

- **% of leaders appointed**
  - 1999 - 2007: 8% (3/38)
  - 2008 - 2015: 33% (16/49)
- **12% increase** in women faculty leaders:
  - 2007: 15%
  - 2015: 27%
- **77%** of all searches have at least one woman on short list (2008 to present)

# Women faculty on search committees

**Members: 13% increase**

**FY08 - present: 40%**

**FY99 - FY07: 27%**

**Chairs: 3% increase**

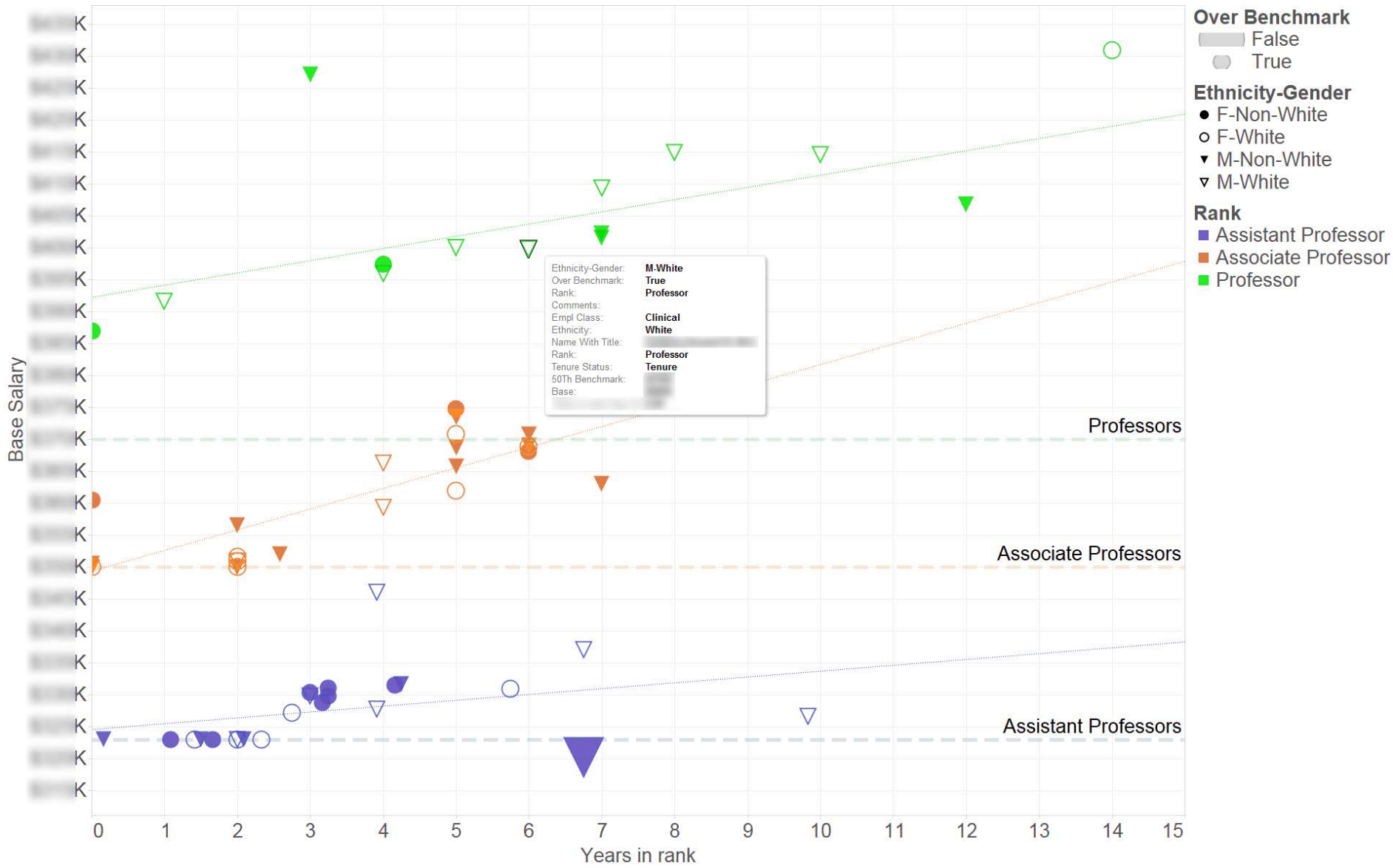
**FY08 - present: 16%**

**FY99 - FY07: 13%**

# Salary review at MD Anderson

- Faculty are salaried
- Each specialty benchmarked against AAMC 50<sup>th</sup> percentile
- Start-up packages are standardized
- Faculty Salary Review Committee
  - Chair: AVP of WFP
  - Members: Chair-Faculty Senate, Staff-Academic Affairs
  - Analyzes salaries annually
  - Reports to the Provost and Physician-in-Chief
    - Takes issues to department chair (<1%)
    - Equity adjustments if warranted





# Q&A

