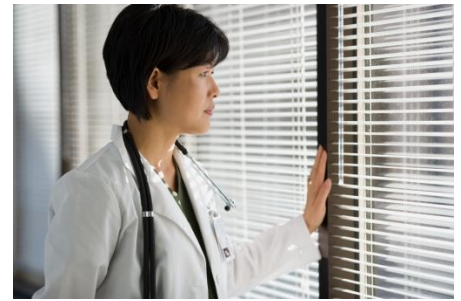




James Leadership Group

Reimagining Leadership, Reframing Organizations



Case Study

Research &
Evaluation

Health Services

Client

Associate Vice President of Women's Faculty Programs at a leading U.S. medical university's cancer center

Challenge

Medical university cancer center sought to better understand and address the challenges it faced in the recruitment, promotion, retention and community-building of its women faculty, particularly non-Caucasian women faculty.

Approach

We used a focus group approach that combined standardized open-ended and informal conversational interview questions. Three batteries of questions guided discussion. Stratified random and quota sampling were used to populate 17 focus group sessions. Participants were sampled across academic position and rank, and tracked by ethnic groups.

Solution

A town hall for women faculty was held to present and confirm the focus group findings. The client then engaged institutional leaders in conversations to move towards actions, including new faculty on-boarding activities. Efforts to collaborate with more stakeholders and connect more often with new women faculty hires is central to the strategy. This approach allowed us to foster client insights into the challenges facing the continued development of the center's women faculty.

Results

Our study found that gender rather than ethnicity was the predominate determining variable in either advancing or impeding the career advancement of women faculty at the client organization. This and other findings are being used by the client to:

- Inform Women Faculty Programs' strategy and support women faculty as a community
- Engage the institution's leadership
- Build cultural competencies in the faculty and leadership
- Influence the career progression of all women
- Strengthen the culture to support and grow the number of women faculty and leaders in academic medicine
- Contribute to the broader discussion about women and their careers in academic health centers

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