



Factors Impacting the Attrition of Women Faculty in Academic Medicine

Alyssa Westring, Ph.D.

Department of Management
DePaul University

Rebecca M. Speck, Mary D. Sammel, Patricia Scott,
Lucy Wolf Tuton, Emily Conant,
Stephanie Abbuhl, Jeane Ann Grisso (Principal Investigators)
University of Pennsylvania



AAMC: The State of Women in Academic Medicine: The Pipeline and Pathways to Leadership, 2013-2014

TABLE 6A: 2013 BENCHMARKING—WOMEN NEW HIRES AND DEPARTURES

	Women as a Count or Percent of Total Women and Men New Hires		Women as a Count or Percent of Total Women and Men Departures		Women Departures as a Percent of Total Women Faculty	Women and Men Departures as a Count or Percent of Total Faculty	
2013 Total	6,723	47%	3,832	41%	7%	9,411	7%
2013 AVERAGE *	53	46%	30	40%	8%	74	7%
2008 AVERAGE	43	41%	26	36%	8%	71	8%

AAMC Analysis in Brief, February 2015

Table 1: Percentage of Women in Leadership Positions Held by Women in U.S. Medical Schools, 2003–04 and 2013–14

Leadership position:	2003–04 (%)	2013–14 (%)
Division Head	16	24
Vice Department Chair	19	24
Department Chair	10	15
Assistant Dean	47	46
Associate Dean	30	39
Sr. Associate Dean	24	33
Medical School Dean	10	16

*Table reprinted from "The State of Women In Academic Medicine" (full reference at end)

AAMC Analysis in Brief, February 2015

Table 2: Percentage of Full-time Faculty and Department Chairs by Department, Rank, and Gender, 2014

	Total Faculty % Women	Assistant Professor % Women	Associate Professor % Women	Full Professor % Women	Department Chairs % Women
Obstetrics & Gynecology	57	67	46	28	22
Pediatrics	53	60	48	31	20
Surgery	22	27	18	10	1
Radiology	28	31	26	18	16

AAMC Analysis in Brief, February 2014

- 10 year attrition rates (1981-1997) = 38%
- Higher for women and minority faculty
- More recent cohorts:

Table 1: Retention and Attrition Statistics for New Assistant Professors or Associate Professors Entering Faculty at Institution in 2000

Study Group	New Assistant Professors				New Associate Professors			
	Cohort Size	Average Years of Retention	Years Until 25% Attrition	Years Until 50% Attrition	Cohort Size	Average Years of Retention	Years until 25% Attrition	Years until 50% Attrition
Men	3886	8.3	4.0	8.0	789	9.4	5.0	10.6
Women	2253	8.2	4.0	8.1	272	9.5	5.7	11.1

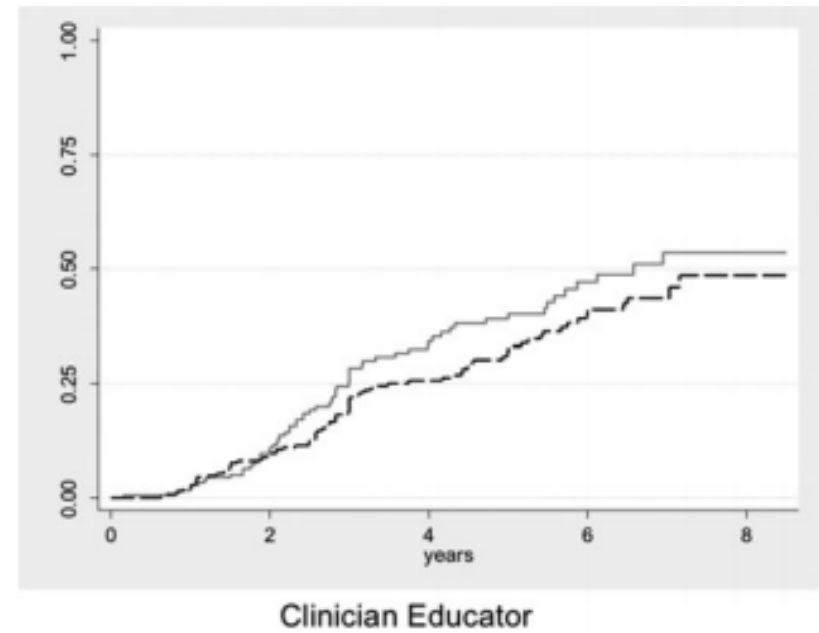
Attrition of Women Faculty



- 901 new assistant professors from 1999 – 2007
- 27% departure rate
- Risk Factors
 - Gender alone was not a significant predictor of departure
 - Track x Gender interaction: Women in CE track at greater risk (43% higher attrition, $p = .04$)

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Factors Impacting the Departure Rates
of Female and Male Junior Medical School Faculty:
Evidence from a Longitudinal Analysis



Attrition of Women Faculty

Frequently cited reasons for departure and lack of promotion:

Harvard
Business
Review

WORK-LIFE BALANCE

New Research: A Supportive Culture Buffers Women from the Negative Effects of Long Hours

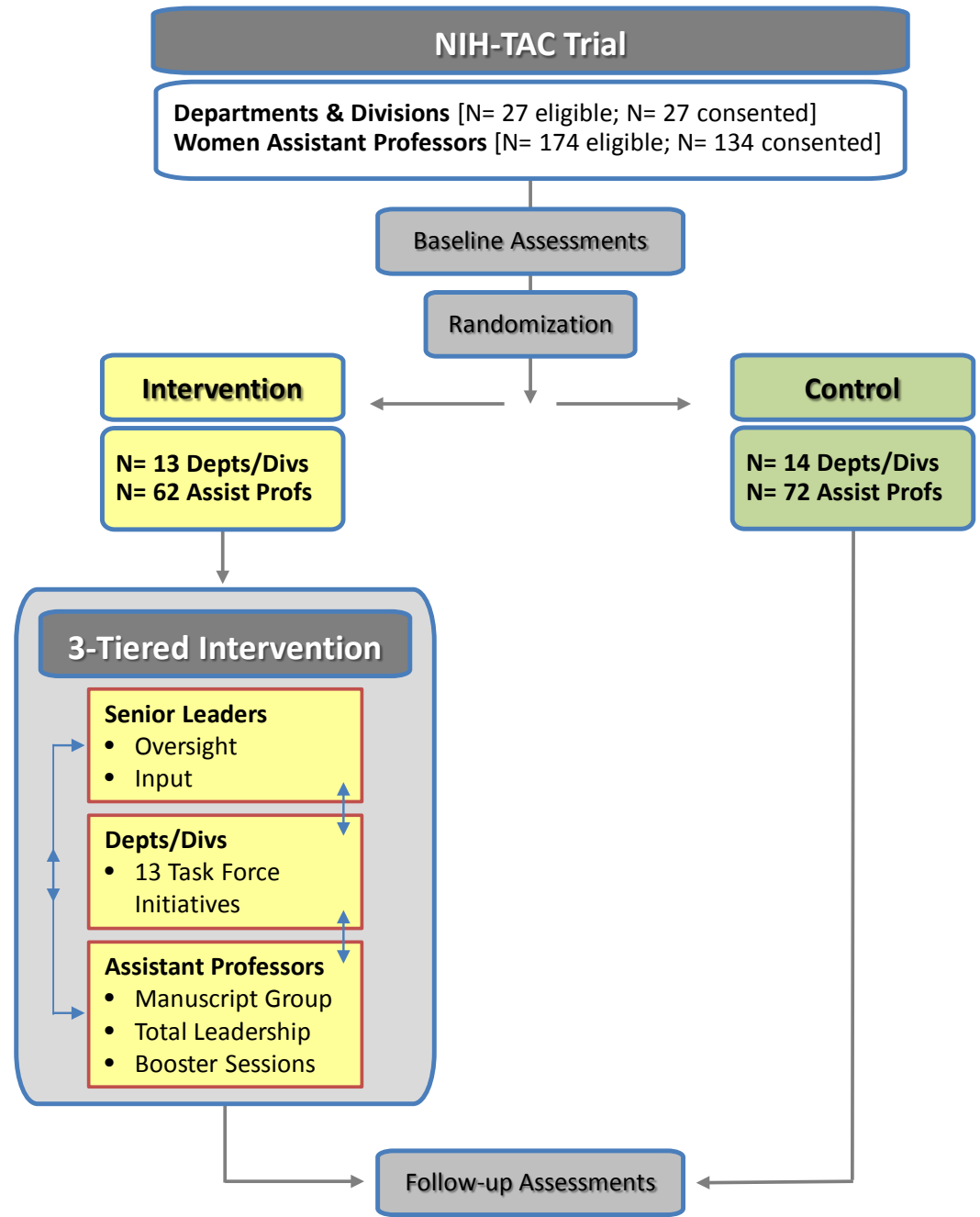
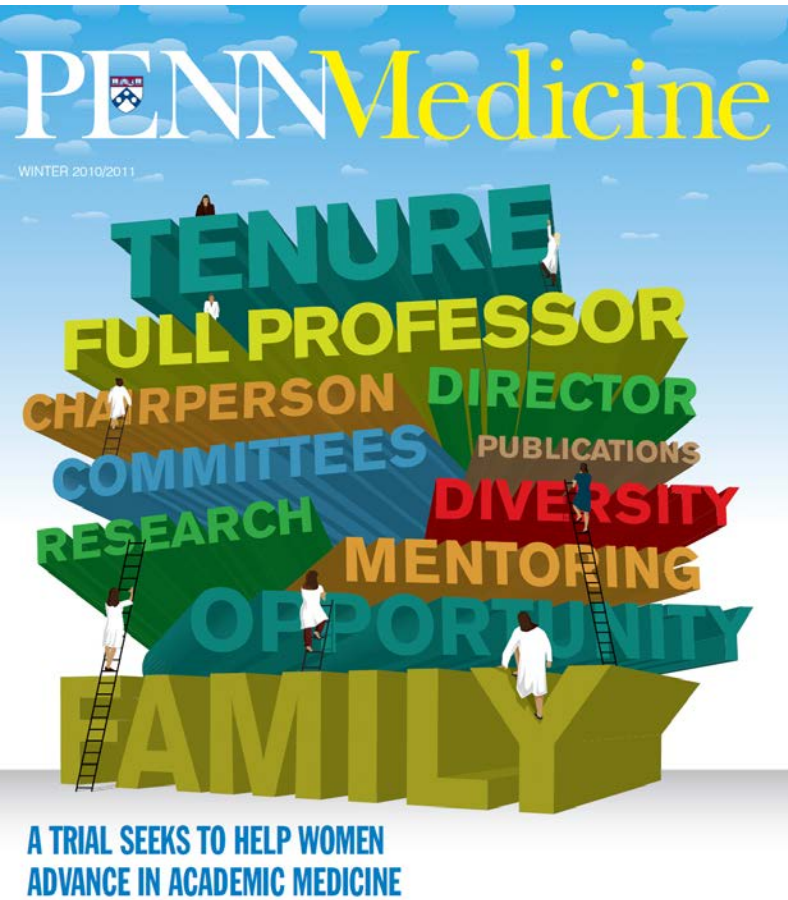
by [Alyssa Westring](#)

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Transforming Academic Culture: NIH Trial



- Cluster-randomized intervention trial
 - School of Medicine departments/divisions
 - 27 randomized: 13 intervention, 14 control
 - 134 women assistant professors
 - 62 in intervention
 - 72 in control



Trial Timeline: 3 Tiered Intervention

Senior Leaders

- Individual & Group Meetings
- Oversight of Interventions



Department & Division

- 13 Task Forces
- Recommendation & Implementation



Women Assistant Professors

Intensive Sessions
Total Leadership Program
Manuscript Writing Group

Ongoing
Professional Development



Developed
Culture
Measure

Baseline
data
collection
Jan-Mar
2010

Post intervention
data collection
Feb-April 2013

Sept
2009

Sept
2010

Sept
2011

Sept
2012



Demographics

	Mean	SD
Age	41	5.1
	%	N
Education:		
MD only	34.9%	45
MD+ (PhD and/or other adv. degrees)	37.2%	48
PhD only or PhD + master's degrees	27.9%	36
Race: African American	7.6%	10
White	60.3%	79
Asian	27.5%	36
Hispanic/other	4.6%	6
Married/domestic partner	84.7%	111
Children at home	74.8%	98

Work Characteristics

	Percent	N
Academic Track: Tenure	13.6%	18
Clinician-Educator	70.5%	93
Research	15.9%	21
	Mean (median)	SD
Years as Assistant Professor	4.4	2.6
Hours Worked per week	59.4	9.6
PI on any grant	1.9 (2)	(0-8)
Federally funded grants	2.0 (1)	(0-10)
Publication Ave in 2009:		
Total*	4.40	3.4
First author*	1.52	1.5
Peer Reviewed:		
Total	2.90	2.6
First author	0.74	1.0

*All types: peer reviewed, editorials, chapters, alternative media

Method

- 2013: Are you still employed by the SOM?
(yes/no)
 - Open-ended follow-up questions
- 2010:
 - Demographics
 - Core self-evaluations
 - Time-based work-interference-with-family
 - Strain-based work-interference-with-family
 - Additional variables
- Logistic Regression: Likelihood ratio tests to determine best fitting model

Results

- 21/133 (16%) departed
- Greater likelihood of departure
 - Not married/partnered
odds ratio = 5.05, $p = .014$
 - Black/Hispanic/Pacific Islander
odds ratio = 5.92, $p = .012$
 - Higher levels of SWIF - *controlling CSE*
odds ratio = 2.05, $p = .035$

What are the main reasons that you left?

“...a poor working environment for women and was thus a poor fit for my goals and well-being.”

- Definition of “success”
- Quality of life and work-life balance
- Mentorship and career advancement
- Compensation and salary inequity

What aspects of your current employment situation impacted your decision to accept the position?

“Quite frankly, it just became too much to put up with when better, more supportive opportunities were available elsewhere...”

- Collaborative and respectful culture
- Flexibility and work-life balance
- Salary, funding and resources
- Advancement opportunities and leadership positions

Implications

- Looking beyond long work hours
- “Double jeopardy” for minority women
- Continuance commitment for those who stay?
- Institutional vs. Occupational culture
- Multi-level interventions and analysis

Thank You!

For research articles, press coverage, and presentations from this trial, visit:

<http://www.med.upenn.edu/focus>