The Ripple Effect of a Rotating Professorship:
The Joy McCann Professorship at the University of Massachusetts Medical School

University of Massachusetts
UMASS Medical School

Andrieni, J; Franklin, P; Weinreb, L; Ockene, J; Thorndyke, L

Purpose: To describe the impact of a rotating professorship as a vehicle for cultural change in an academic medical center.

Background

In 2005, the University of Massachusetts Medical School (UMMS) received an endowment from the Joy McCann Foundation for the benefit of rewarding outstanding female faculty mentors and leaders in medicine at UMMS. The endowment gift of $500,000 allowed the creation of the **Joy McCann Professorship for Women in Medicine** with the stated purpose ***"to identify and reward female faculty leadership in medical education, research, patient care, community service. Specifically, to identify and reward a female faculty member who has demonstrated outstanding mentoring and leadership."***

The professorship is awarded for a 3 year term with the option to be extended for a second term. The income available from the fund, $25,000/year, may be used at the discretion of the Professor for salary supplement and/or program support. The Professorship should be used to encourage, inspire, and reward women faculty in their academic careers.

Responsibilities of the Joy McCann Professorship

- Promote the success of women faculty, residents and medical students
- Become (or continue as) an active member of the Women's Faculty Committee
- Report annually on progress to the Vice Provost for Faculty Affairs, Women's Faculty Committee and the Joy McCann Foundation.

Dr. Linda Weinreb, the inaugural Joy McCann Professor, writes of the Professorship:

"The Joy McCann Professorship draws attention to the achievements of women in academic medicine and highlights the important role female physician leaders to support the success of other women scientists and physicians. Despite important and substantive gains in the academic medical environment over the past decade to equalize opportunities for female physicians, women still face obstacles to career advancement. The Joy McCann Professorship is an important and visible way to demonstrate that deliberate efforts at the institutional level can lead to positive changes in women faculty's experience and career success.

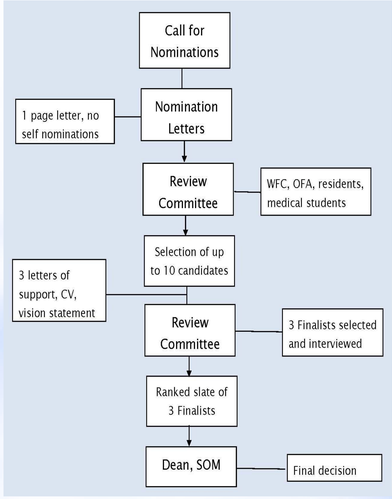
The Joy McCann Professorship also makes a particularly strong statement about the importance of mentoring as a critical factor in fostering the career of women scientists and physicians and in the development of women leaders. With the challenges of the environment, talented and accomplished leaders are under substantial pressure to generate revenue through clinical care or grants, and therefore, are often less available to mentor potential leaders. Further, there are still far too few women physicians in senior leadership positions who can meet the growing demand from early- and mid-career female faculty members." The Joy McCann Professorship emphasizes that mentoring others is a crucial responsibility and creative opportunity for female physician leaders to assist colleagues in achieving their full professional potential."

Nomination and Selection Process

1. Process administered by the UMMS Office of Faculty Affairs
2. Call for nominations is advertised to members of the UMMS community every 3 years
3. Nominations require a letter describing the nominee's skills in teaching, service, clinical care and mentoring
4. Review Committee is identified from leaders of the following:
   - Office of Faculty Affairs
   - Women's Faculty Committee
   - Medical Student classes
   - Medial Residents
5. Review Committee selects several candidates to submit additional materials:
   - Curriculum Vitae
   - 3 letters of support
   - Vision Statement for the Professorship
6. Review Committee selects 3 finalists for individual interview
7. Review Committee ranks finalists; submits slate to the Dean.
8. Dean of the School of Medicine makes the final selection.

Nomination and Selection Criteria

1. Fulltime female physician and faculty member of UMMS
2. Minimum 5 years of fulltime service as an academic physician
3. Evidence of providing mentoring and leadership in the medical profession
4. Evidence of service as a mentor and role model to other faculty
5. Demonstrated effectiveness as an advisor to medical student and/or residents
6. Leadership at the local or national level
7. Commitment to promote the success of women faculty, residents and students.



Broad Engagement Across Ranks and Departments

2005	2008	2011
Nominators (n=21) # Per Rank & Dept. **Biochemistry & Molecular Pharmacology** – 1 Professor **Family Medicine & Community Health** – 1 Professor, 1 Asst Professor **Medicine** – 2 Professors, 1 Assoc Professor, 1 Asst Professor, 1 Instructor **Ob/Gyn** – 2 Professors **2004 Ob/Gyn Resident Class** **Orthopedics** - 1 Surgical Resident **Pediatrics** – 7 Professors **Psychiatry** – 3 Professors	**Nominators (n=12) # Per Rank & Dept.** **Cell Biology** – 1 Professor **Family Medicine & Community Health** – 1 Professor, 1 Asst Professor **Medicine** – 1 Professor **Ob/Gyn** – 1 Professor **Pediatrics** – 1 Professor, 1 Asst Professor **Plastic Surgery** – 1 Professor **Psychiatry** – 1 Professor **Psychiatry and Pediatrics** – 1 Professor **Surgery and Pediatrics** – 1 Assoc Professor **Surgery and Psychiatry** – 1 Professor	**Nominators (n=16) # Per Rank & Dept.** **Anesthesiology** – 2 Professors, 1 Assoc Professor, 2 Asst **Medicine** – 1 Assoc Professor **Molecular Genetics and Microbiology** – 1 Professor **Ob/Gyn** – 2 Assoc Professors, 2 Asst Professors **Office of Educational Affairs** – 1 Assoc Professor **Pediatrics and Ob/Gyn** -1 Professor Professor **Psychiatry** – 1 Professor, 1 Asst Professor **Radiation Oncology** – 1 Professor
Candidates (n=15) # Per Rank & Dept. **Family Medicine & Community Health** – 3 Professors **Medicine** – 4 Professors, 1 Asst Professor **Ob/Gyn** – 1 Professor, 1 Assoc Professor **Orthopedics & Rehabilitative Health** – 1 Asst Professor **Pediatrics** – 2 Professors, 1 Assoc Professor **Psychiatry** - 1 Professor	**Candidates (n=9) # Per Rank & Dept** **Medicine** – 2 Professors, **Ob/Gyn** – 1 Assoc Professor **Pediatrics** – 1 Professor, 2 Assoc Professors **Psychiatry** - 1 Professor, 1 Asst Professor **Surgery** - 1 Assoc Professor	**Candidates (n=4) # Per Rank & Dept.** **Anesthesiology** – 1 Professor **Medicine** – 1 Assoc Professor **Ob/Gyn** – 1 Professor **Psychiatry** - 1 Professor
Reviewers (n=6) # Per Rank & Dept. **Family Medicine & Community Health** – 1 Asst Professor **Medical School** - 2 Students **Medicine** – 1 Professor **Microbiology & Physiological Systems** – 1 Assoc Professor **Physiology** – 1 Professor	**Reviewers (n=9) # Per Rank & Dept.** **Biochemistry & Molecular Pharmacology** – 1 Professor, 1 Assoc Professor **Family Medicine & Community Health** – 1 Asst Professor **Graduate School of Nursing** - 1 Assoc Professor **Human Resource** – 1 Liaison **Medicine** – 2 Professors **Ob/Gyn** – 1 Professor **Psychiatry** – 1 Professor	**Reviewers (n=8) # Per Rank & Dept.** **Biochemistry & Molecular Pharmacology** – 1 Asst Professor **Family Medicine & Community Health** – 1 Asst Professor **Medical School** – 1 Student **Medicine** - 3 Professors **Psychiatry** – 1 Professor, 1 Assoc Professor
Interviewed (n=5) # Per Rank & Dept. **Family Medicine & Community Health** – 1 Professor **Medicine** – 2 Professors **Pediatrics** – 1 Professor, 1 Assoc Professor	**Interviewed (n=3) # Per Rank & Dept.** **Medicine** – 1 Professor **Orthopedics & Physical Rehabilitation** – 1 Professor **Psychiatry** – 1 Assoc Professor	**Interviewed (n=3) # Per Rank & Dept.** **Anesthesiology** – 1 Professor **Medicine** – 1 Assoc Professor **Ob/Gyn** – 1 Professor
Awardee (Rank, Department): **Family Medicine & Community Health** – 1 Professor	**Awardee (Rank, Department):** **Orthopedics & Physical Rehabilitation** – 1 Professor	**Awardee (Rank, Department):** **Medicine** – 1 Assoc Professor
Awardees Mission: Networking & Leadership	**Awardees Mission:** Mentoring & Teaching / Research	**Awardees Mission:** Mentoring & Outreach

2005-2008

Linda F. Weinreb, MD
Professor of Family Medicine and Community Health

Goal: To catalyze a process that would result in institutional steps to increase advancement and mentoring opportunities for women scientist/physicians.

Environment: When I assumed the Professorship, there were few women faculty in leadership positions, and there were no linkages among women leaders in the medical school, graduate school, nursing school, and clinical system. Women faculty in leadership positions were not engaged with the Women's Faculty Committee or in a cohesive group through which to explore issues related to women's experience at UMMS or to develop approaches to encourage improvements. Successful women may remain "disempowered" because they are not connected to important networks of information, decision-making, and authority.

Activities

- Conducted interviews with women faculty leaders to learn their perspectives about women's issues and engage the group of women faculty leaders in discussion and action
- Facilitated creation of the Women's Leadership Work Group (WLWG) comprised of senior women leaders at UMMS
- Facilitated connection between the WLWG and the Women's Faculty Committee
- Met periodically with Chancellor/Dean, setting the stage for engaging leadership in collaborative efforts on behalf of women faculty at UMMS
- Through the WLWG, developed specific recommendations for the institution to increase opportunities that support advancement of women physicians and scientists.

2008-2011

Patricia D. Franklin, MD, MBA, MPH
Professor of Orthopedics and Physical Rehabilitation

Goal: To support the advancement of women faculty at UMMS through data and research.

Environment: At the time of my appointment, the Office of Faculty Affairs was actively developing metrics to assess promotion and advancement of women in research, clinical care, teaching, and administration. Evaluations of compensation, promotion rates, and leadership were underway. The Women Leadership Work Group (WLWG) had formed; there was active dialogue among the UMMS leadership about issues of retention and advancement of women.

Activities

- In collaboration with leadership in the Office of Faculty Affairs, I advanced research on women in academic medicine at UMMS
- Analysis of UMMS promotion and compensation data, including analyses of women in leadership roles across academic departments and the clinical system
- Submission of an NIH RO1 proposal to study reasons for female attrition at transitional periods and a NSF ADVANCE grant (pending) with emphasis on the role of micro inequities on STEM women at the University of Massachusetts
- Co-Chair of the AAMC Faculty Forward initiative at UMMS. Analyzed survey data and led process to identify opportunities to improve satisfaction among all faculty. Final report identified that UMMS is a national leader in overall faculty satisfaction, but focused initiatives could enhance satisfaction of women, clinicians, and minority faculty Recommendations from the task force have been implemented following broad discussions across the Institution.

2011-2014

Julia D. Andrieni, MD
Associate Professor of Medicine

Goal: To create an easily accessible continuum of academic mentors: **REACT NOW** (**R**esearchers, **E**ducators, **A**dministrators, **C**linicians, & **T**rainees **N**etwork **O**f **W**omen).

Environment: When I received the Professorship, the framework had been developed to increase the visibility of women faculty in leadership roles and to draw awareness to the academic promotion of women scientist/ physicians. However, the need for mentoring starts as early as post graduate training and spans the continuum of one's career. In addition, women need many mentors to develop specific skill sets to advance as physicians/scientists in leadership roles. One challenge women face is the identification of an appropriate mentors at each point in her career.

Activities

- Collaborate with the Office of Faculty Affairs to create the UMass Worcester Mentoring Advisory Board to review and evaluate institutional mentoring activities
- Develop an annual student and faculty survey to identify mentorship challenges, strengths and perceptions. Analyze survey results to illuminate potential gender-related career obstacles and challenges for women
- Develop a web-based tool to match mentees and mentors. Expand mentorship network of mentees and mentors to include other academic health science centers
- Electronically catalog all mentoring resources and programs across schools and departments in one easily accessible website location
- Establish collaborations between REACT NOW and local community service organizations to support the identified mentoring needs of women in our community.

Conclusions: The Ripple Effect of the Joy McCann Professorship 2005-2014

1. **A rotating professorship with defined purpose creates a vehicle for cultural change within an academic medical center.**
2. **The Professorship has resulted in engagement of women's faculty groups, chairs and leaders, across faculty rank, disciplinary area, and departments.**
3. **The Professorship has had a positive impact on the academic community through the professor's activities and on those influenced by her.**
4. **The Professorship has increased the visibility and recognition for women faculty among leaders and faculty and within the institution.**
5. **The Professorship has established a mechanism for advancement of women faculty and a creative outlet for emerging women leaders.**