

National Leadership Workshop: *“Mentoring is Everybody’s Business!”*

Office of Research on Women’s Health
and
NIH Working Group on Women in
Biomedical Careers

*NOV. 27-28, 2007
Bethesda, MD*

*M.R.C. Greenwood
U.C. Davis, Nutrition*



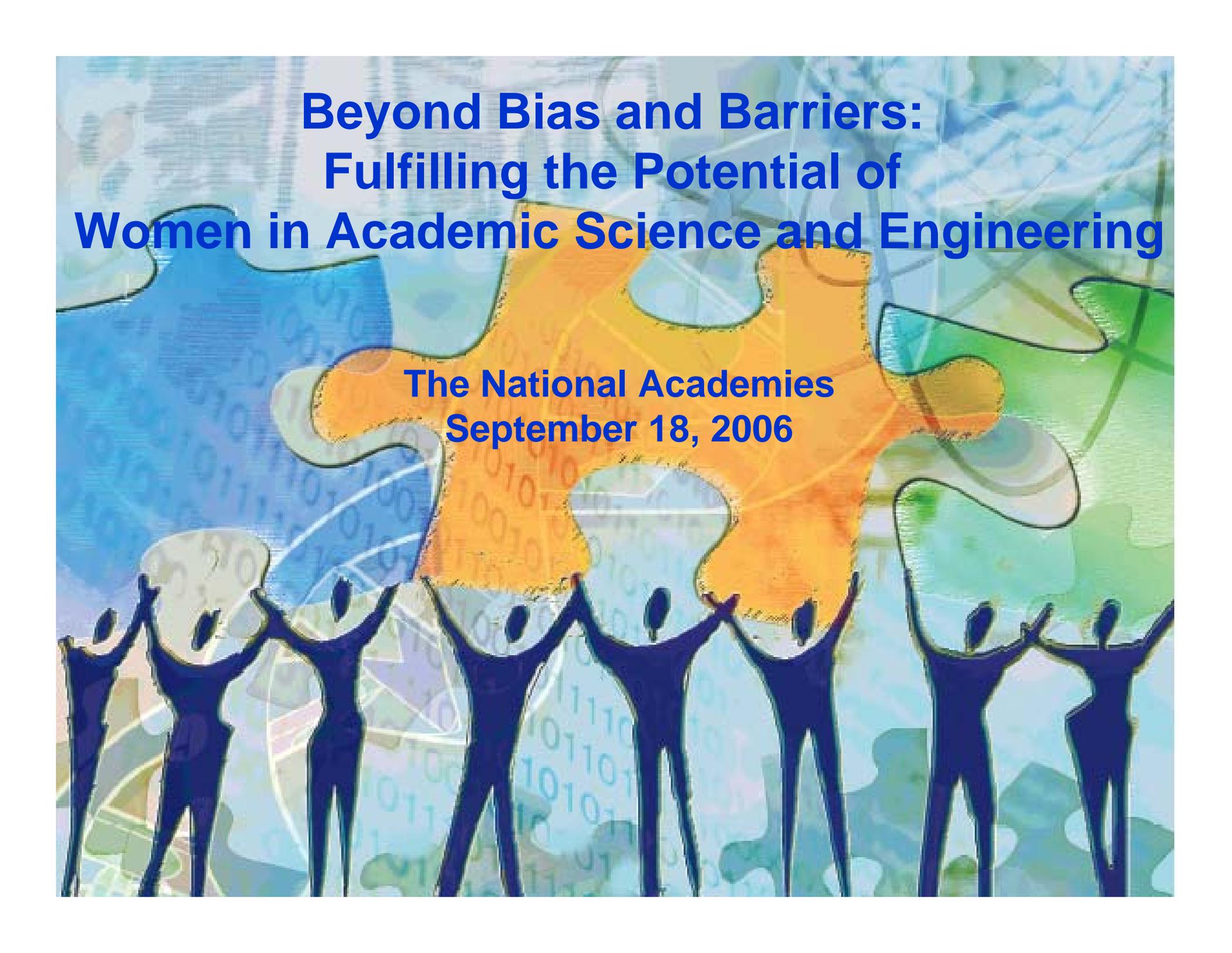
Is it Time for a New Paradigm?

M.R.C. Greenwood, Ph.D.

*Chancellor, Emerita, UC Santa Cruz
Professor of Nutrition and Internal Medicine, and Chair, Graduate
Group in Nutritional Biology, UC Davis*

*M.R.C. Greenwood
U.C. Davis, Nutrition*





Beyond Bias and Barriers: Fulfilling the Potential of Women in Academic Science and Engineering

**The National Academies
September 18, 2006**

Beyond Bias and Barriers, 2006

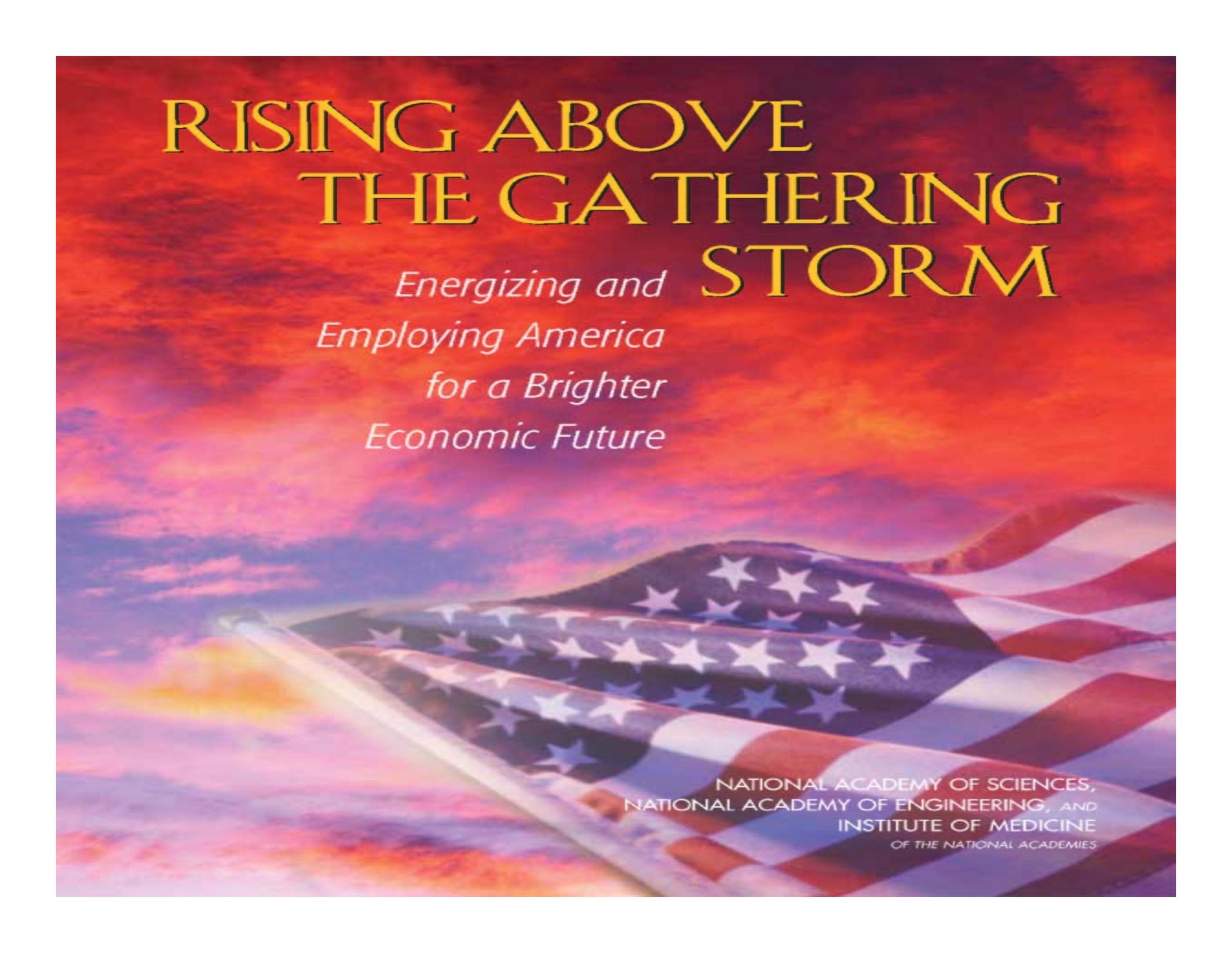
“It is not lack of talent, but rather unintentional biases and outmoded institutional structures that are hindering the access and advancement of women”



RECOMMENDATIONS TO MANY GROUPS

- Trustees, university presidents, and provosts
- Deans, department chairs and tenured faculty
- Higher education organizations
- Scientific, professional and honorary societies
- Journals
- Foundations and federal funding agencies





RISING ABOVE THE GATHERING STORM

*Energizing and
Employing America
for a Brighter
Economic Future*

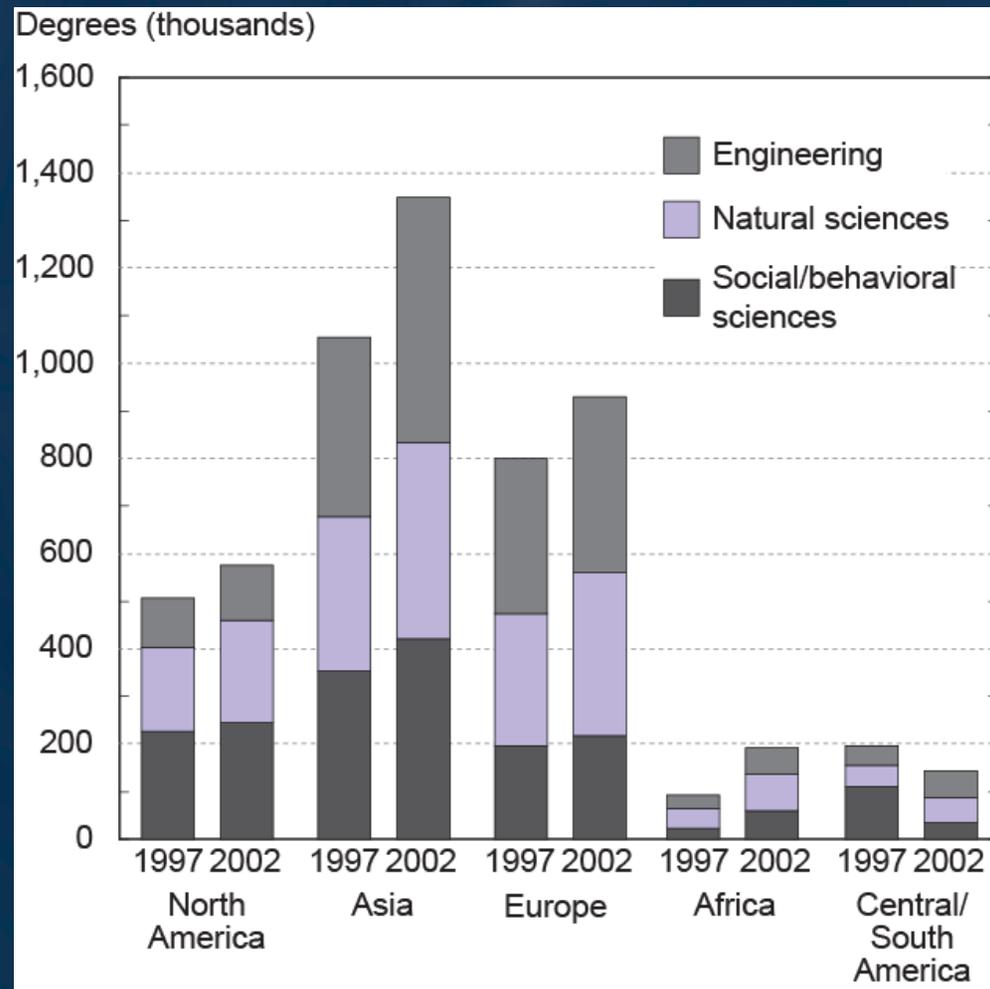
NATIONAL ACADEMY OF SCIENCES,
NATIONAL ACADEMY OF ENGINEERING, AND
INSTITUTE OF MEDICINE
OF THE NATIONAL ACADEMIES

The Bad News

*M.R.C. Greenwood
U.C. Davis, Nutrition*



First university degrees, by region: 1997 and 2002



*M.R.C. Greenwood
U.C. Davis, Nutrition*



Some Potentially Good News

*M.R.C. Greenwood
U.C. Davis, Nutrition*



OUR RISING TIDE OF WOMEN

*M.R.C. Greenwood
U.C. Davis, Nutrition*



Before Title IX

- Only 40% UGs were female
- Less than 1 in 5 faculty were female
- 3% female college Presidents
- 1% female M.S. in Engineering
- 2% female M.S. in Math
- 14% female doctoral students, overall

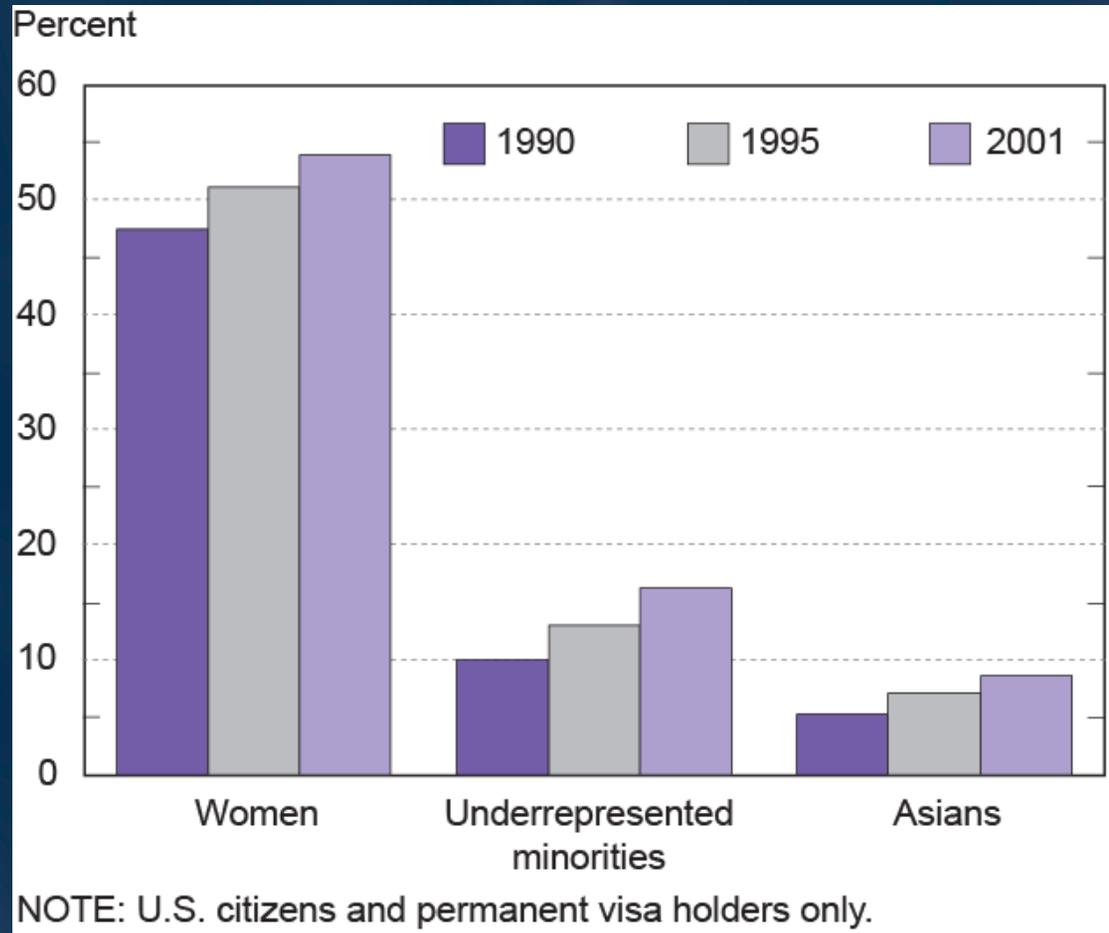


Before Title IX-Professional Schools

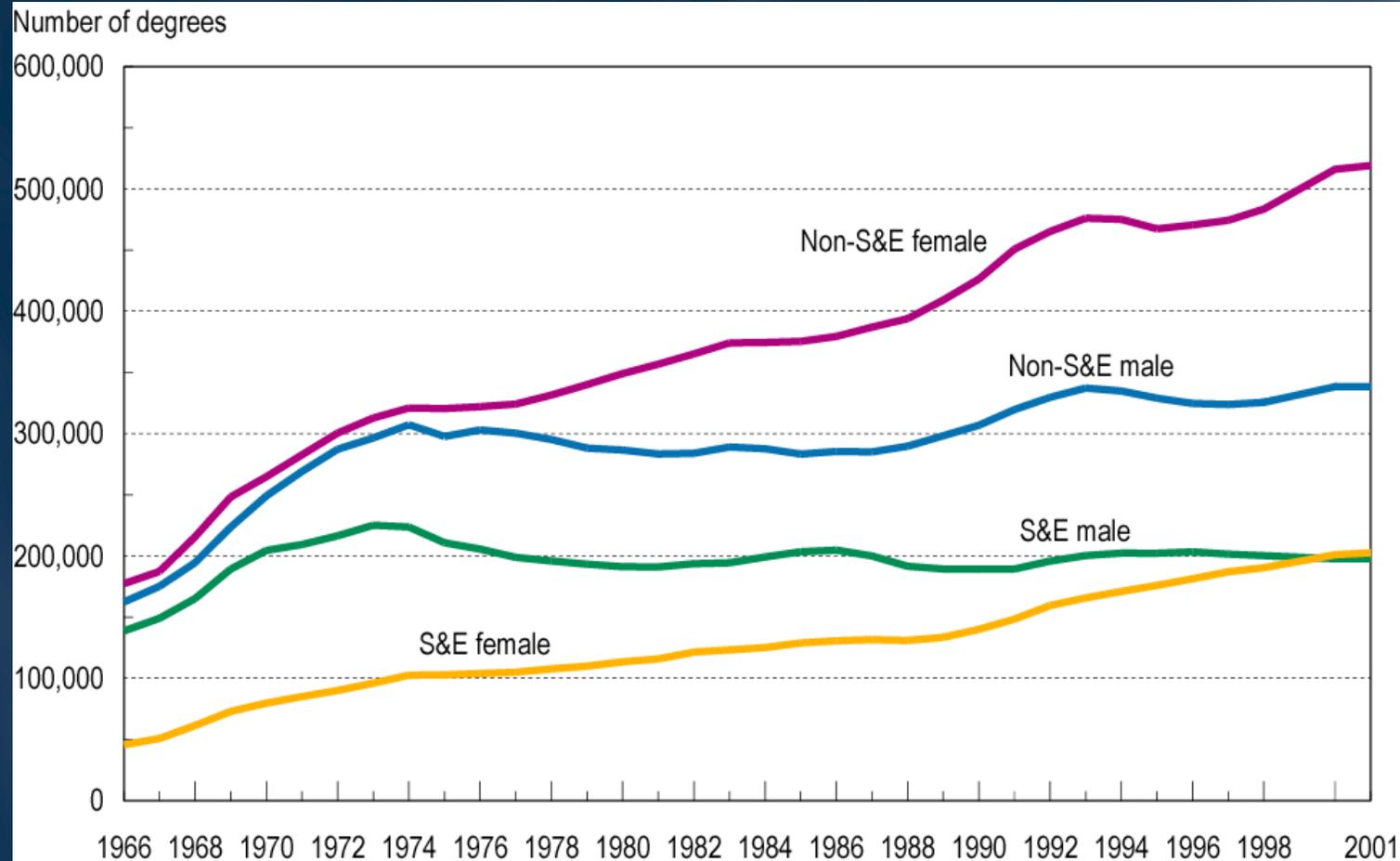
- 1 in 100 dental students female
- Less than 10% female medical students
- 7% female law students



U.S. S&E bachelor's degrees earned by women and minorities: 1990, 1995, and 2001



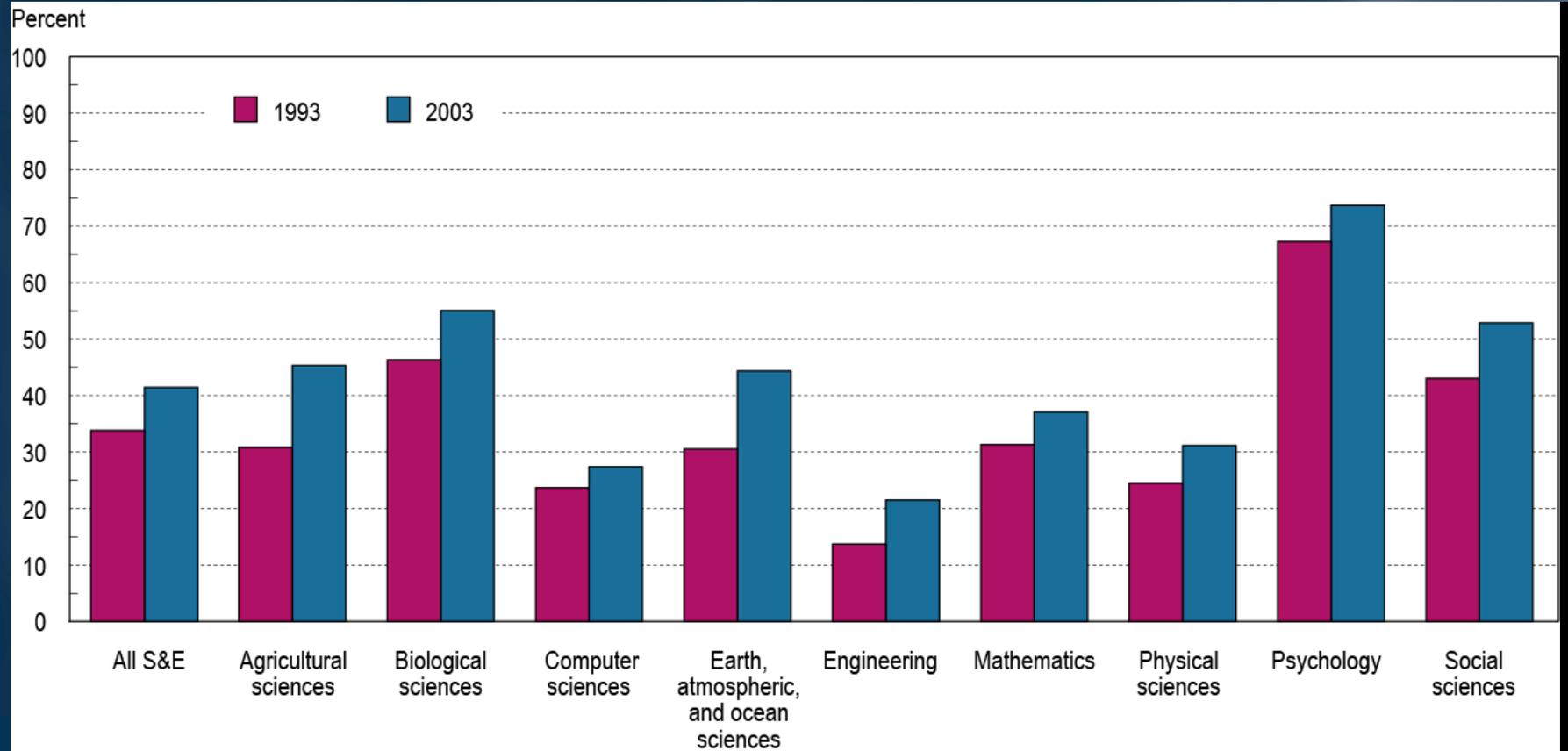
Bachelor's degrees awarded in S&E and non-S&E fields, by sex: 1966–2001



*M.R.C. Greenwood
U.C. Davis, Nutrition*



Female share of S&E graduate students, by field: 1993 and 2003



*M.R.C. Greenwood
U.C. Davis, Nutrition*



Professional Degrees

- 40% dental students are female
- 50% medical students are female
- 40% law students are female



THE US FUTURE
Will Depend on Our Ability
to Develop Them as Leaders

*M.R.C. Greenwood
U.C. Davis, Nutrition*



Changing the Debate

In the past, much of the work to advance women has been based on giving access and on overcoming past discrimination.

Today, the our success in advancing women is at the very heart of our nation's future success.



Access is not Enough

The support to succeed is critical

We must move beyond old models

*M.R.C. Greenwood
U.C. Davis, Nutrition*



Women in Charge?

- The proportion of women college presidents has doubled from 1986-06
- But, rate has slowed since late 90s
- Percentage of Presidents from major ethnic or minority groups has changed little since 1986 (from: ACE, 2006)



Women in Charge?

- A 2000 *Chronicle of Higher Education* article: Women in Charge
- 4 women Ivy League Provosts
- 11 of 61 AAU chief academic officers.
- 15 women featured



The Fate of 15 --- Mixed, at best

- 2 are presidents of research universities
- 3 became college presidents
- 7 resigned either from the provostship or very shortly after becoming presidents
- The remainder retired or remain as provost



The Glass Ceiling

The well known complex of attitudes and biases that keeps women and minorities in many organizations and professions out of the most influential and powerful positions because they are assumed to be unfit for leadership.



Rising To The Middle

“What we have found is that women rise to the middle, but they don’t easily get to the top”

Ileng Lang, President,
Catalyst, Fortune, ‘06

M.R.C. Greenwood
U.C. Davis, Nutrition



Corporate Perspective

“Today’s female leader in academia ... like her business counterpart, believes that her selection at the top means that she is accepted for her talents and abilities. If she lets her guard down, she will find that while she broke the glass ceiling she missed the ‘glass cliff’ and there are those who will willingly shove her over it!”



Harvard Business Review

www.hbrreprints.org

When you put all the pieces together, a new picture emerges for why women don't make it into the C-suite. It's not the glass ceiling, but the sum of many obstacles along the way.

Women and the Labyrinth of Leadership

by Alice H. Eagly and Linda L. Carli

*M.R.C. Greenwood
U.C. Davis, Nutrition*



“If one has misdiagnosed a problem, then one is unlikely to prescribe an effective cure”

Harvard Business Review, 2007

M.R.C. Greenwood
U.C. Davis, Nutrition



Not a Glass Ceiling but a Labyrinth of Leadership?

“Passage through a labyrinth is not simple or direct, but requires persistence, awareness of one’s progress... and analysis of the puzzles that lie ahead.”

Harvard Business Review, 2007



A New Paradigm?

- “Because all labyrinths have a viable route to the center, it is understood that goals are attainable. The metaphor acknowledges obstacles but is ultimately not discouraging.”

Harvard Business Review, 2007

- Our job is to identify obstacles, remove them, or, get around them.



Glass Ceilings, Glass Cliffs or a Labyrinth?

We have problems at the entry level,
in developing leaders, and at the
highest levels.



SERIOUS CONSEQUENCES!

- Women scientists must be prepared to lead in their field
- Women scientists must be prepared to lead our academic, government and private sector institutions
- Failure to do so puts our nation's very competitive core at risk.



WELCOME TO THE WORKSHOP!



*M.R.C. Greenwood
U.C. Davis, Nutrition*

