



**American Board of Psychiatry and Neurology, Inc.**

A Member Board of the American Board of Medical Specialties (ABMS)

# Crucial Issues Forum

Supporting and Promoting Women  
in Academic Psychiatry and Neurology

2022

“Providing child-care options for working mothers should be a top priority because caregiving responsibilities create barriers and challenges for women’s advancement. Institutions also should develop transparent methods to ensure salary equity for women and reward leaders for increasing the number of women in senior ranks.”

— Dr. Oquendo

“Women and men choose their career focus based on personal passion. Women, especially at historically black colleges and universities, more often fill institutional gaps and render service. Men more often choose a path because it fits into a preferred lifestyle, and they are less deterred from doing so by stereotype threat.”

— Dr. Schor



## 2022 ABPN Crucial Issues Forum: Supporting and Promoting Women in Academic Psychiatry and Neurology

The barriers faced by women in academic psychiatry and neurology, the keys to their success, and strategies to support and promote them were addressed at the sixth Crucial Issues Forum hosted by the American Board of Psychiatry and Neurology (ABPN) at its headquarters in Deerfield, IL on April 24-25, 2022.

The Forum was chaired by Dr. John Bodensteiner, ABPN Chair, and included ABPN directors and senior staff, representatives from psychiatry, neurology, and child neurology professional organizations, diplomates in clinical practice, and trainees. The purpose of the Forum was to generate ideas and solicit input from the participants, and to inform ongoing work fostering diversity, equity, and inclusion by the ABPN and by the represented professional organizations.

Dr. Larry Faulkner, ABPN President and CEO, welcomed attendees and began the Forum with a review of the overall goals of Crucial Issues Forums, the major implications for the ABPN of previous Forums, the possible topics for future Forums, and the rationale for and major objectives of the Crucial Issues Forum on Supporting and Promoting Women in Academic Psychiatry and Neurology.

## Day One

# Keynote Address: Success in Academic Psychiatry for Women



**Maria A. Oquendo, MD, PhD**, Ruth Meltzer Professor and Chair of Psychiatry at the University of Pennsylvania, discussed the landscape for psychiatry trainees, the seven steps toward becoming an academic leader, and what needed to be done by academic institutions to help women in their careers.

Dr. Oquendo stated that addressing the keys to promoting success among women is especially timely, as 57% of psychiatry residents are women and many top residencies have a majority of women trainees.

Dr. Oquendo also noted that 54% of psychiatry faculty are women, but most were either instructors or assistant professors and were underrepresented in senior ranks and roles. In psychiatry, in 2019, only 29% of full professors were women and, in 2021, only 23% of psychiatry chairs were women.

Dr. Oquendo revealed that women fall behind men in their h-index, a number used to represent the cumulative impact of an author's scholarly output and performance. She noted that, according to a 2019 Association of American Medical Colleges Faculty Salary Survey, women in psychiatry are also underpaid. The survey found that salaries for men with the titles of department chair, professor, associate professor, assistant professor, and clinical instructor were between 8% and 11% higher than salaries of their female colleagues in similar positions.

Dr. Oquendo then outlined and discussed what she believes to be seven steps that women can take to become an academic leader.

- Find a good mentor to help set career goals
- Learn details
- Ask for help
- Use every and all opportunities to network
- Learn to say yes
- Learn to say no
- Do the right thing

Dr. Oquendo also presented what she believes academic institutions need to do to help women advance in their careers, including providing child-care options for working mothers, ensuring salary equity for women faculty, rewarding leaders for increasing the number of women in senior faculty ranks, establishing methods to monitor the academic progress and well-being of women faculty, and offering flexible work schedule options.

# Keynote Address: Challenges to Women in Academic Psychiatry and Neurology

**Nina F. Schor, MD, PhD**, Deputy Director for Intramural Research of the National Institutes of Health (NIH) and an ABPN Neurology Director, outlined the challenges women face in academic medicine and suggested solutions to address them.

Dr. Schor reviewed the results of a 2019 Columbia University Senate Commission on the Status of Women Report which found that, over the 10 years of the study, the percentage of men faculty at the Vagelos College of Physicians and Surgeons who were tenured or in a tenure-track position remained stable at 28%, whereas the percentage of women faculty who were tenured or in a tenure-track position decreased from 16% to 12%.

Dr. Schor noted that the percentage of leadership positions in neurology held by women is much lower than for men. Only 22% of vice chairs, 30% of vice chairs for clinical affairs, and less than 20% of vice chairs for research are held by women. Women faculty leaders more frequently occupy positions focused on education and relationship building rather than policy, finance, and traditional scholarship.

Dr. Schor stated that women and men seem to choose their overall career focus based on their personal passion. However, women, especially those at historically black colleges and universities, more often are asked to fill institutional gaps and render needed service. Men more often are able to follow a career path that suits their interests without being deterred from doing so by stereotypical ideas about what roles they should occupy.

Dr. Schor concluded with a discussion of specific suggestions for the future:

- Women must understand the threat that stereotype plays in their career aspirations and trajectories and evolve constructive responses to manage it.
- Leaders of biomedical research need to develop strategies to engage women in research and to counter the more stereotyped roles of women in relationship building and community engagement.
- To attract more women applicants, marketing of



research and leadership positions should focus less attention on the personal achievements of applicants and more attention on the inherent opportunities of those roles to fill programmatic gaps, provide mentorship, and form bridges between people, communities, and disciplines.

- Aggressive strategies must be adopted in all academic institutions to ensure equal pay, credit, and advancement for equal mission impact.



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# Keynote Panel: Strategies to Support and Promote Women in Academic Psychiatry and Neurology

**Allison Brashear, MD, MBA**, *VP for Health Sciences and Dean of the Jacobs School of Medicine and Biomedical Sciences at the University at Buffalo and ABPN Director*

**Ann H. Tilton, MD**, *Child Neurology Section Chief and Professor of Clinical Neurology, LSU Health New Orleans School of Medicine and ABPN Emeritus Director*

**Robert N. Golden, MD**, *Dean of the School of Medicine and Public Health, Vice Chancellor for Medical Affairs, Robert Turell Professor in Medical Leadership, and Professor of Psychiatry at the University of Wisconsin-Madison and ABPN Emeritus Director*

**George A. Keepers, MD**, *Elda V. Carruthers Professor of Psychiatry and Chair of the Department of Psychiatry, Oregon Health and Science University School of Medicine and ABPN Emeritus Director*



Dr. Brashear noted that 22% of academic deans in the US are women, which represents a 1% per year increase since 2015. Currently, about 22% of academic chairs are women compared to 13% in 2010. In neurology, 13% of academic chairs are women, while in psychiatry 31% of academic chairs are women.

Dr. Brashear suggested several approaches to help support and promote women in academics.

- More access to opportunities for development and advancement
- Increasing availability of mentors and sponsors
- Flexible programs for self-care and wellness



Dr. Tilton emphasized that “paying it forward” is the key to uplifting all women in neurology. Only by helping younger women faculty in their careers will all women faculty succeed.

Dr. Tilton identified several strategies that could support and promote women in all medical specialties.

- Parental leave for faculty and trainees
- Equitable pay and start-up funds for research
- Flexible tenure time limits
- Opportunities for mentorship and networking
- Options for virtual seminars and scientific meetings



Dr. Golden recalled his first meeting as dean with department chairs at his medical school when only one of 26 was a woman. To address the situation, he required the organization to cast a wide, inclusive net to select candidates who were the best fit for available positions. Resulting successful candidates often included those with richly diverse backgrounds and perspectives who were then able to attract a diverse pool of faculty, staff, and students. Today 14 of the 27 chairs are women. By increasing the number of women chairs, his school has become a sought-after location for women chair candidates and faculty.

Dr. Golden shared several important activities that he believes would support and promote women faculty.

- Ready access to childcare services
- Generous plans for parental and family leave
- More opportunities for women faculty to present at national meetings
- Support groups for women faculty



Dr. Keepers noted that increasing diversity is a challenge but one that can be overcome. He pointed out several actions he has taken to increase the number of women faculty in his department.

Dr. Keepers reviewed requirements that are necessary to support and promote women in medicine.

- Safe environments that are free from sexual harassment and more subtle forms of bias and micro-aggression.
- Childcare options
- Parental leave benefits
- Equitable salaries
- Mentoring by successful women faculty
- Training in leadership and education
- Regular review of faculty progress
- Broader criteria for promotion

## Day Two

# Small Group Discussions Goal: Identifying the keys to success of women in academic psychiatry and neurology and what the ABPN should do to support and promote women in academic psychiatry and neurology

During the forum, participants were divided into four small groups led by Drs. Joan Anzia, Allison Brashear, Josepha Cheong, and Nina Schor, who are current ABPN Directors. The small groups were asked to identify the keys to success for women in academic psychiatry and neurology and what the ABPN should do to support and promote them.

### What are the keys to success of women in academic psychiatry and neurology?

#### Career development

- Mentorship: Beginning early; diverse; intentional; from inside and outside the home institution
- Sponsorship: Active support for career-advancing opportunities from someone who has influence
- Education: What to expect in first job; support and opportunities for leadership training; navigating promotion, tenure, and salary negotiations; ethical

decision making; how to ask for help; confronting the imposter syndrome

#### Professional and personal life balance

- Support for caregiving across the lifespan from childcare to elder care
- Remote and virtual work options
- Flexible work schedules
- Self-care and wellness

#### Supportive organizational culture

- Salary equity and transparency
- Transparent standards for promotions and tenure; timeclock flexibility
- Address gender and other biases, including unconscious







bias; promote diversity; include men in education and training about bias

- Safety; bystander training
- Support for mentorship; training and recognition of mentors
- Collaborative and team approaches to research
- Cultural shift to recognize and accept strategies more comfortable for women (e.g., stigma of speaking up)
- Ethical decision making

### **Professional opportunities**

- Involvement in professional organizations; presentations; committees; leadership positions
- Family friendly meetings; virtual options
- Involvement in editorial boards
- Publication of scholarly work
- Access to networking opportunities

### **What should the ABPN do to support and promote women in academic psychiatry and neurology?**

#### **Certification examinations**

- Develop more flexible administration times
- Clarify that parental leave is not a barrier to credentialing
- Advocate with the ACGME around residency training issues

#### **Expand ABPN grant award programs to address topics such as gender equity, mentorship, barriers for women, inequity awareness, unconscious bias training, and leadership training**

#### **Integrate equity, diversity, and professional development articles into ABCC pathway and quality improvement options**

#### **Facilitate involvement in ABPN activities**

- Demystify ABPN activities and opportunities
- Strive for diversity and inclusiveness in committee membership

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- Continue hybrid meetings
  - Provide mentoring by committee chairs and Emeritus Directors
  - Increase distribution of ABPN news beyond diplomates to institutional leaders and trainees
  - Post biographical sketches of women Directors

### **Convene thought leaders**

- Prepare white paper with improvement suggestions from this Crucial Issues Forum
- Establish committee or task force to follow up on conference; conduct follow-up survey

### **Develop support mechanisms for women**

- Create list of ABPN diplomates willing to serve as mentors
- Establish support groups for women
- Develop guidelines of resources, including AAMC salary tables, mentorship opportunities, and leadership training programs

- Develop “best practices” to guide faculty and training programs

### **Build and maintain bridges with other professional organizations**

- Identify opportunities for involvement in existing resources, such as mentorship programs, leadership training, and research funds
- Advocate for care across the lifespan
- Promote continued flexibility in meetings (e.g., virtual options)



## Day Two

# Keynote Panel: Reflections on What My Career Taught Me About How to Support and Promote Women in Academic Psychiatry and Neurology

**Patricia K. Crumrine, MD**, *Professor of Pediatrics, University of Pittsburgh School of Medicine, Emeritus ABPN Director*

**Paramjit T. Joshi, MD**, *Professor and Interim Chair of the Department of Psychiatry and Human Behavior, University of California, Irvine School of Medicine, Emeritus ABPN Director*

**Janice M. Massey, MD**, *Professor of Neurology and Senior Vice Chair of the Department of Neurology, Duke University School of Medicine, Emeritus ABPN Director*



Dr. Crumrine observed that her family discouraged her career choice because they felt a career in medicine would be very lonely. Nonetheless, she persevered and attended an all-women's medical school—the Woman's Medical College of Pennsylvania in Philadelphia. Dr. Crumrine completed an internship and residency in pediatrics at Cleveland Metropolitan General Hospital of Western Reserve and a child neurology fellowship at the College of Physicians and Surgeons at Columbia Presbyterian Medical Center. Her first academic appointment was in the Department of Pediatrics at the University of Pittsburgh School of Medicine, where she is now Professor of Pediatrics. Dr. Crumrine served in several educational, clinical, and research roles, including director of the child neurology residency program. Before becoming an ABPN Director, she was an examiner for the oral certification

examination and a member of test development committees, experiences that brought her in contact with a broad range of child neurologists.

Dr. Crumrine reviewed the important roles that mentors have played in her career.

- Provided exposure to opportunities
- Gave advice about what meetings to attend and contacts to make
- Suggested occasions to present at local and national meetings
- Offered chances to review articles for editorial boards
- Encouraged serving on organizational committees and assuming leadership positions

Dr. Crumrine is now “paying it forward” by encouraging medical students to consider a career in neurology and connecting residents to faculty with special skills of interest. She introduces junior faculty to local and national leaders, suggests opportunities for both local and national presentations, encourages exploration of leadership training programs available within their local universities and outside organizations, recommends involvement in organizational committees, and sponsors membership when openings arise.

Dr. Crumrine urged listening to trainees and junior faculty when they are hitting “brick walls” and helping them generate possible solutions to problems in their personal or professional lives. On a lighter note, she recommended keeping an open office door and a jar of candy on the desk.





Dr. Joshi attended the Christian Medical College in Ludhiana, India, which was historically an all-women's medical school until 1956 when it became co-ed. Dr. Joshi stated that her pre-medical school was also all women. India had a number of eminent women leaders at that time—Prime Minister Indira Gandhi; Sarojini Naidu, a member of the Indian National Congress; and Vijay Lakshmi Pandit, sister of Jawaharlal Nehru and the first woman President of the United Nations General Assembly.

After pediatrics training and practice in India, Dr. Joshi emigrated to the U.S. in 1975 to begin psychiatry and child and adolescent psychiatry training at The Johns Hopkins University School of Medicine, where she found herself surrounded mostly by men, among them her fellow interns and her faculty. After training, Dr. Joshi remained on the Hopkins faculty for over two decades until she became Chair of the Department of Psychiatry at the Children's National Medical Center in Washington, D.C. She held the Chair position for 18 years and then joined the faculty at the University of California, Irvine School of Medicine. Dr. Joshi described the challenges she faced and difficult decisions she had to make while raising two young children in a two-physician family.

Dr. Joshi reflected on the important, but difficult role leadership plays in medical centers and professional organizations. She noted a number of reasons individuals pursue and maintain leadership positions, including being a positive influence on others; effecting organizational change; shaping one's own path; growing professionally

through leadership challenges; bolstering one's resumé; and obtaining prestige, financial compensation, and pride that comes with rising to the top of an organization.

Dr. Joshi described the results of a recent survey of leaders about what they believed helped or might have helped them attain their leadership positions. The factors respondents cited were excelling at their job; building alliances; getting involved in organizations early in their careers; and being supported by a spouse or partner, peers, and mentors.

Dr. Joshi noted that the challenges of a leadership position are many, including not enough time to get everything done; work getting in the way of one's personal life; stress from being responsible for others; dealing with challenges that one has not encountered before; lack of mentorship; gender bias; and lack of support from one's peers or from a spouse or partner.

Dr. Joshi recognized the many things that her mentors did to support her career.

- Hired her as a faculty member
- Provided her many opportunities and opened many doors
- Nudged her to take advantage of opportunities, even though she was anxious or uncertain
- Invited her to coauthor scientific articles and book chapters
- Helped her write articles
- Guided her through presentations, workshops, and symposia
- Advised her to join local and national organizations
- Recommended her for committee memberships
- Suggested that she run for organizational office

Dr. Joshi stated that she now tries to mentor others in ways similar to her own experiences and encouraged Forum participants to make the most of the opportunities that come their way, despite the challenges and obstacles.





Dr. Massey began her professional career as a high school mathematics teacher. While completing her course work for a PhD in neurochemistry and medical genetics at the University of Texas Medical Branch in Galveston, she had ample opportunity to observe the medical school challenges being experienced by her husband and his classmates. On reflection, Dr. Massey decided that a change of career was best. When her husband began as staff neurologist at Bethesda Naval Hospital, she entered Georgetown University School of Medicine in Washington, D.C. Dr. Massey subsequently completed her residency in neurology and a fellowship in electromyography and neuromuscular disease at Duke University Medical Center, and then became the first female faculty member in the Department of Medicine's Division of Neurology. Since her husband, Dr. E. Wayne Massey, was also a neurologist, her

journey was complicated by medical school policies in effect at that time that would not permit a married couple to work in the same department. Those difficulties were overcome, however, and both Dr. Masseys have remained at Duke their entire careers.

Dr. Massey faced several other challenges in her career, including the lack of maternity or parental leave for parents of adopted children; the lack of options for childcare; a low and unequal starting salary; the lack of mentors; sexual harassment; and the lack of support through the promotion and tenure process.

Despite the obstacles she had to overcome, Dr. Massey has had a very impressive career, becoming the first female Professor of Neurology, with tenure, at Duke. She believes there have been several important keys to her success.

- Believed in herself
- Established professional relationships
- Treated others fairly
- Continued to learn
- Tried to do her best
- Was active on committees of national organizations
- Made professional presentations
- Organized courses
- Mentored younger colleagues

## Crucial Issues Forum Attendees

**Justin Abbateamarco, MD**  
American Board of  
Psychiatry and Neurology

**Imran Ali, MD**  
American Board of  
Psychiatry and Neurology

**Joan Anzia, MD**  
American Board of  
Psychiatry and Neurology

**Valerie Arnold, MD**  
American Board of  
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**J. Robert Batterson, MD**  
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**Madeleine Becker, MD**  
Academy of Consultation-  
Liaison Psychiatry

**Sheldon Benjamin, MD**  
American Board of  
Psychiatry and Neurology

**Meriem Bensalem-Owen, MD**  
American Clinical  
Neurophysiology Society

**John Bodensteiner, MD**  
American Board of  
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**Robert Boland, MD**  
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**Allison Brashear, MD**  
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**Beth Ann Brooks, MD**  
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**Robin Callen**  
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**Theadia Carey, MD**  
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**Terrence Cascino, MD**  
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**Josepha Cheong, MD**  
American Board of  
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**Bruce Cohen, MD**  
Child Neurology Society

**Alexis Cohen-Oram, MD**  
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**Kalea Colletta, DO**  
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**Patricia Crumrine, MD**  
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**Sallie De Golia, MD**  
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Directors of Psychiatric  
Residency Training

**Larry Faulkner, MD**  
American Board of  
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**Anthony Fine, MD**  
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**Lisa Fortuna, MD**  
American Academy of Child  
and Adolescent Psychiatry

**Erin Furr-Stimming, MD**  
Neurology Resident (AAN)

**Robert Golden, MD**  
American Board of  
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**Ericka Greene, MD**  
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Psychiatry and Neurology

**John Greenfield, MD**  
Association of University  
Professors of Neurology

**Laurie Gutmann, MD**  
American Board of  
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**David Henderson, MD**  
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Psychiatry and Neurology

**Carlayne Jackson, MD**  
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Neurology

**Barbara Jobst, MD**  
American Epilepsy Society

**Paramjit Joshi, MD**  
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**Dorthea Juul, PhD**  
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**George Keepers, MD**  
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**Shannon Kilgore, MD**  
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Neurology

**Steven Lewis, MD**  
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**Zachary London, MD**  
Neurology Residency  
Review Committee

**Jeffrey Lyness, MD**  
American Board of  
Psychiatry and Neurology

**Janice Massey, MD**  
American Board of  
Psychiatry and Neurology

**Katherine Mun, MD**  
American Board of  
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**Maria Oquendo, MD**  
University of Pennsylvania

**Sarah O'Shea, MD**  
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**Jennifer Payne, MD**  
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**Margie Ream, MD**  
Professors and Educators of  
Child Neurology

**Suzanne Sampang, MD**  
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**EJ Santos, MD**  
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**Barbara Schneidman, MD**  
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**Nina Schor, MD**  
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**Linjun Shen, PhD**  
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**Renee Sorrentino, MD**  
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**Andrea Stolar, MD**  
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**Patti Vondrak**  
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Psychiatry

**Amy Yule, MD**  
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Addiction Psychiatry



“Mentors played a big role in my career as they helped open doors and encouraged me to take advantage of opportunities. When I am mentoring others, I encourage them to make the most of the opportunities that come their way, despite the challenges and obstacles.”

— Dr. Joshi

“In overcoming several challenges during my career, I point to several keys to my success. I believed in myself, established professional relationships, mentored younger colleagues and tried to do my best at all times.”

— Dr. Massey

“It is important to pay it forward by encouraging medical students to consider a career in neurology and connecting residents to faculty with special skills of interest. Encouraging the exploration of leadership training programs at their local universities and outside organizations can go a long way.”

— Dr. Crumrine

## Our Mission

The mission of the ABPN is to promote and assess the competence of psychiatrists and neurologists to provide high quality care in an equitable and inclusive manner to diverse populations by:

- Establishing standards and requirements for initial and continuing certification;
- Implementing state-of-the-art testing methods to evaluate candidate and diplomate competencies;
- Encouraging and assessing diplomate involvement in lifelong learning;
- Applying available technologies and information to collect and analyze pertinent data;
- Communicating and collaborating with training programs, residents, candidates, diplomates, professional and health care organizations, and the public;
- Supporting innovative educational and research programs relevant to psychiatrists and neurologists;
- Operating programs and services effectively and efficiently; and
- Advancing diversity, equity, and inclusion in all programs and services.

## Statement on Professionalism

Professionalism forms the basis of medicine's contract with society. The ABPN is concerned with those aspects of professionalism that are demonstrated through a physician's clinical competence, commitment to lifelong learning and professional improvement, interpersonal skills, and ethical understanding and behavior. In its credentialing, certification, and CC programs, the ABPN seeks to assess and document that its candidates and diplomates possess and maintain these aspects of professionalism.



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