Career Development for Women Leaders Programmatic Feedback:

Benefits of Participating in the Program:

- "I now have a network of female faculty 'team' members to call on when I need to discuss issues related to the work environment; 1) I learned important aspects of professionalism and how to communicate effectively; 2) I was able to ask questions (confidentially) related to my own personal experiences and get responses from both senior colleagues-CDSEWL trainers- and other female faculty who attended the training"
- "The primary benefits of this program is that it gave me confidence in my ability as a leader, and therefore made me feel more prepared to put the knowledge into action"
- "It gave me a new way to think about my role in my department. I thought that the evaluation by several other faculty members in my department was very helpful in seeing how I am perceived by others."
- "The visit from the CCL speakers was very instrumental in forming an approach to changing things in my department or overall plan."
- "New contacts throughout the university. A broader perspective on how universities function."
- "Greater insight into the workings of the medical center. Opportunity to interact with other faculty that I would not have interacted with otherwise."
- "networking with some amazing women; skill building--especially conflict resolution, negotiation and "selling" oneself (resume, cover letter, interview, 2 minute speech, etc); learning about myself--Myers-Briggs, etc."
- "New contacts on both campuses. A much broader understanding of the issue faced at the Reynolda campus especially. A greater understanding of issues that are faced by administrators rather than as scientists."
- The benefits for me have included significant improvements in my ability to manage employees working under my supervision, interact with my professional colleagues, negotiate for myself and my patients, and improvement in my feeling of control over my work/life balance. I have learned to play towards people's strengths and look beneath the surface of a situation to try to understand others' motivations and my own. I also have met many wonderful women who are role models and colleagues to me.

How WHCOE leadership programs, such as CDWL, hold promise for improving the current outlook for women faculty:

- "I think this program is invaluable for women at WFU. Not having to leave the institution and gaining all the insight that we gained was a great experience. If women know that this program is available, they may give their career here a fair chance when encountering problems. Also, this would be a good recruitment tool for hiring more women. I think that faculty development is the crux of keeping mid-career and higher faculty engaged, so this is precisely the kind of thing that should be offered."
- "Information is power and there is much information to be acquired in this program. Giving women the tools they need to succeed will result in more women in positions of leadership in which change can be implemented."
- "All the information in this program is essential to the success of women in our institution. Much of the information is not available any other way. So the education piece of the program is really the key to the future success of the women faculty."
- "By training women to apply for, accept, and execute leadership positions. I gained so much self-confidence on top of skills that I am more likely to apply for positions and sell myself as a successful candidate; Secondly, even if I stay in my current position, I am much better equipped to be successful day to day, e.g. managing conflict, negotiating a raise, being more effective because I understand my strengths and weaknesses, etc.; It was so refreshing to meet so many amazing women that not only do I feel energized and refreshed, but I have a set of allies I can call on for help and advice."
- "These programs can help by providing a broader understanding to all about what administration entails. I think there is much more than most people realize. Doing it well is not simple- it takes work

and there are many issues that most of us do not consider until we get into this job. All the help we can get is wonderful. I would have appreciated this much more if I had had the course before stepping into an administrative role. So given that I could have gotten so much more out of the course if I had been involved the year before I assumed the chair role, making sure that women who have the potential for leadership are prepared prior to being thrust into the role is a paramount benefit."

- It enhances faculty skills in ways that can pay off in many aspects of professional and personal life.

Return on Investment from participation in the Program:

- "There is a tremendous return on investment for departments to encourage women faculty to participate in this program. Most importantly, it is wonderful to get this training here, because it prepares women for institutional leadership positions at WFU, as opposed to AAMC workshops that are much more broad and are not capable to being specific to WFU. The other benefit of participation is that the women get to work with other women leaders in the institution and become part of a network"
- "diversity broadens the appeal of the hospital to patients, the community, and the academic world at large. It shows that we can handle any kind of person at any level without problems which may appeal to granting institutions as well. Women faculty can offer different perspectives on problem-solving, approaches to grants, as well as new ideas in patient care and research. Fostering the careers of women who think outside the box will allow the medical school and undergraduate schools to grow with the surrounding academic community."
- "The return continues indefinitely, providing building blocks for future leadership training and positions."
- "A more educated faculty as far as how the institution runs and the areas that need to be improved in each department to make the medical center a more friendly and equitable place to work in."
- "Personally, I am a much more effective employee and will likely seek leadership positions that will be positive for the university; En mass, by creating cohorts of women leaders the university will inevitably be stronger--e.g. "Womenomics" and that is a positive for the entire university--including women who never participate in the program and all of our male colleagues."
- "It has helped me for sure, but mostly now it has made me think that many others should take this course before moving down the leadership path. That was the main benefit- that I should recommend to all. Much of it was a bit too late for me. So better before than after."
- For me- it has been enormous. I believe it has helped refine my professional skills to allow me to successfully expand our clinical services and potentially research capacity.