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WHEN THERE ARE NINE

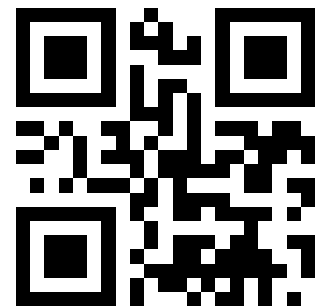
“One notable finding is the disconnect between perceptions of workplace equality. Many men believe that women are doing well in the workplace, but the data often shows otherwise. Women continue to face biases, microaggressions, and slower career advancement compared to their male counterparts.” *AI synopsis of the 2024 McKinsey and LeanIn.Org report on women in the workplace*

The McKinsey and LeanIn.Org survey points to numerous ways that men can serve as allies and advocates for women. In particular, the report indicates that men often conclude that women have fully overcome obstructions to their professional and personal success even though multiple barriers continue to exist. Men may see women achieving success in rising to leadership positions and advancing in academic rank and conclude that our environment and culture have now corrected disparities in opportunity and career support. However, this is often a skewed perspective arising from the narrow lens of our own experiences and restricted viewpoints that do not encompass the entirety of our professional environment. These perspectives may not be based on the critically important broader awareness of the proportion of women who are actually succeeding at a level commensurate with their potential.

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After her appointment to the Supreme Court, Justice Ruth Bader Ginsburg was asked when there would be enough women on the bench. She famously replied, “When there are nine.” It is likely impossible to identify numbers that indicate that women have achieved a professional status equal to men, but it may be possible to identify a minimum. In his recent book, *Revenge of the Tipping Point*, Malcolm Gladwell notes that when a demographic group makes up less than 25% of an organization, they are perceived as representatives of the entire group rather than as individuals—a nod to tokenism inherent in many workplaces. For example, in a committee of ten people, two of whom are women, Dr. Jones may be regarded as “one of the women on the committee.” However, if the number increases to four women, Dr. Jones is now seen as an individual, perhaps the distinguished cardiologist or fundamental researcher, who has her own career success, views and opinions that are not necessarily emblematic of all women. It is important to note that a proportion of 25% is not an endpoint, but a tipping point beyond which there is an upward trajectory of culture change and flourishing of the careers of women.

The need for correct numbers and proportions parallels research published in the *Harvard Business Review*. These studies show that the traditional requirement that there should be one woman among three finalists for a job results in an almost zero chance that the woman will be selected. Such strategies enforce the so-called “status quo bias” and the tacit message that the norm is to select a white man for a position. However, when there are four finalists, two of whom are women, the odds of selecting a woman were a staggering 79.4 times greater than if there were only one! Increasing the number of finalists by only one woman completely disrupts the status quo bias.

How can men use these observations to grow as allies and advocates? It really begins with constantly challenging and revising our own attitudes, perceptions and beliefs. Are women really doing as well as we might think? We must be open to the truth of our institutions and culture and not restrict our viewpoint to our immediate surroundings. As we renew and revise our own perspectives, we transmit these to others in our institution. Social psychology shows that these thoughts and beliefs are contagions. Living a short distance from someone who is depressed makes us more likely to be depressed, just as the opposite is true if we live close to someone who is optimistic. These contagious thoughts and beliefs contribute to what Gladwell calls the overstory. The overstory is the top layer of the canopy of the rain forests and governs the environment of the ground floor of the forest. Our social overstory is the overarching determinant of our culture and social behavior. As we modify our own thoughts and beliefs, we contribute to the restructuring of this overstory and accordingly restructure our institutional culture and behavior.

Collectively aligning our thoughts and beliefs to the reality of our institutions and culture is a quietly powerful means by which men can advance an environment that deconstructs the barriers and status quo bias that prevent women, and others, from flourishing and realizing their true potential.

Faculty Accomplishments & Accolades



Susan Massick, MD, FAAD, associate professor of Dermatology, received a [2025 Community Engaged Scholar Award](#) for outstanding achievements in producing engaged scholarship and positive community impact.

Laura Boucher, PhD, AT, ATC, associate clinical professor in the School of Health and Rehabilitation Sciences, **Sara Gombash Lampe, PhD**, assistant clinical professor of Neuroscience, **Kristin Stover, PhD**, assistant clinical professor of Biomedical Education and Anatomy and **Lindy Weaver, PhD, OTR/L**, associate clinical professor in the School of Health and Rehabilitation Sciences, were named as recipients of the [Alumni Award for Distinguished Teaching from the Office of Academic Affairs](#). The award recognizes a maximum of 10 university faculty members each year for their teaching excellence.

Wendy Frankel, MD, Distinguished Professor Emeritus in the Department of Pathology, was awarded the [2025 F.K. Mostofi Distinguished Service Award from USCAP](#). The award is presented to a member of the academy who has emulated Dr. Mostofi with outstanding service to USCAP and to the International Academy of Pathology.

Faculty Accomplishments & Accolades

Asrar Alahmadi, MBBS, assistant clinical professor of Medical Oncology, received the Robert A. Winn Excellence in Clinical Trials Career Development Award, a two-year program that supports early-stage investigator physicians who are transforming and expanding access to the clinical research landscape.

Holli Loomans-Kropp, PhD, assistant professor, and **Regan Memmott, MD, PhD**, assistant professor, from OSU COM were accepted in the 2025 AAMC Early Career Women Faculty Leadership Development Seminar.

[Five female faculty members accepted to prestigious leadership and health care fellowships](#), to develop professional skills as an academic healthcare leader. **Maya Iyer, MD, MEd**, associate clinical professor of Pediatrics, **Jennifer McCallister, MD**, clinical professor of Internal Medicine, and **Jennifer Muszynski, MD, FCCM, MPH**, associate professor of Pediatrics will join the [Hedwig van Ameringen Executive Leadership in Academic Medicine \(ELAM\)](#) rank, among a cohort of 100 ELAM fellows. **Catherine Quatman-Yates, DPT, PHD**, associate professor in the School of Health and Rehabilitation Sciences, and **Ellen Chung, MD**, associated clinical professor of Radiology will join the [Executive Leadership in Health Care \(ELH\)](#) rank, among a cohort of 50 ELH fellows.

Pilard Hanna, PhD, assistant clinical professor of Anatomy, won the [2025 Student Government Association \(SGA\) Teaching Award](#) for pre-clinical teaching for the Dental Class of 2028.

Announcements & Opportunities

2025 WIMS Ally Award Winner Mark Bechtel, MD



Congratulations to Dr. Mark Bechtel, MD, the WIMS Ally Award Winner for 2025. Dr. Bechtel is a Professor of Dermatology and Chair of the OSU Department of Dermatology. He was nominated by Dr. Susan Massick, MD, and Dr. Catherine Chung, MD, with 11 testimonials included from clinicians and trainees who attested to Dr. Bechtel's advocacy and support of their careers. To quote his nomination letter, "Women faculty in Dermatology feel welcomed and valued, and he sets the example for the department with his fairness, his commitment to excellence, and his dedication to education, research, and patient care." Congratulations, again, Dr. Bechtel!

2025 WIMS Emerging Leader in Healthcare Award Winner Subhdeep Virk, MBBS

Congratulations to the Winner of the 2025 WIMS Emerging Leader in Healthcare Award, Dr. Subhdeep Virk, MBBS. Dr. Virk is an Associate Professor in the Department of Psychiatry and the Medical Director of Harding Hospital. She was nominated by the Chair and Vice-Chair for Clinical Affairs and will have the funds provided by this award matched by the Department of Psychiatry. She used these funds to attend the 'Emerging Women Executives in Health Care' program offered by the Harvard TH Chan School of Public Health in June of 2025. The WIMS community cannot wait to see what you do next, Dr. Virk!



Announcements & Opportunities



**Call for
Nominations!**

WIMS Engagement Award

Applications are due by Thursday, July 24th, 2025.

The OSU WIMS Awards committee is requesting nominations for the **WIMS Engagement Award**.

This award is given annually to 1-2 current or past members of WIMS who have significantly impacted the development and progress of WIMS and/or its members. Winners will be formally announced at the Annual [Welcome and Welcome Back](#) on August 19, 2025, and presented with a plaque to recognize their contributions to WIMS.

Application materials:

- A 1–2-page nomination letter describing service, mentorship, and engagement in WIMS activities, including a statement of specific contributions to WIMS
- List of WIMS participation including committee membership activity, WIMS events, and mentorship of other WIMS members (include dates where applicable: time of service and contributions, etc.)
- Nominations may be submitted in (i) a single letter co-written and signed by multiple nominators, or (ii) as multiple letters written by individual nominators.

Nominations may be self-initiated or peer initiated. Please send application materials in a single PDF to wims@osumc.edu. Winners will be notified by email.