

# Women In Medicine

Volume 7, No. 1, Winter 1999



## WOMEN IN MEDICINE ORGANIZATION

### EXECUTIVE COMMITTEE

Lenore M. Buckley, M.D., M.P.H.  
*President* (lmbuckle@vcu.edu)

Joann N. Bodurtha, M.D., M.P.H.  
*President Elect* (jnbodurt@vcu.edu)

Sue S. Sreedhar, M.D.  
*Treasurer* (sssreedh@vcu.edu)

Marcia D. Carney, M.D.  
*Secretary* (mdcarney@vcu.edu)

Margaret M. Grimes, M.D.  
*Chair, Membership Committee* (mmgrimes@vcu.edu)

Wendy S. Klein, M.D., F.A.C.P.  
*Chair, Housestaff Committee* (wsklein@vcu.edu)

Lisa G. Kaplowitz, M.D.  
*Chair, Professional Development Committee* (lgkaplow@vcu.edu)

Suzanne Lavoie, M.D.  
*Chair, Medical Student Committee* (slavoie@vcu.edu)

Karen Sanders, M.D.  
*Chair, Nominating Committee & Past President* (sanders.karen\_m@richmond.va.gov)

Maia Eckler  
*Newsletter Editor* (maeckler@vcu.edu)

### MEMBERS AT LARGE

Bella Sood, M.D. (asood@vcu.edu)

Carol Hampton, M.M.S. (clhampto@vcu.edu)

Sue Lavoie, M.D. (slavoie@vcu.edu)

Dorothy O'Keefe, M.D. (daokeefe@vcu.edu)

Stephanie E. Spottswood, M.D. (sespotts@vcu.edu)

The *Women in Medicine Update* is published quarterly by the *Women in Medicine Organization* at the Medical College of Virginia Campus of Virginia Commonwealth University in a effort to expand communication and to promote issues effecting University Women in Medicine.

The *Women in Medicine Organization* gladly welcomes questions or comments. E-mail may be sent to [wemo@hsc.vcu.edu](mailto:wemo@hsc.vcu.edu). Additional inquires may be directed to Lenore Buckley at (804) 828-5129 or Maia Eckler at (804) 827-0180.

## PRESIDENT'S PIECE

*Lenore M. Buckley, M.D., M.P.H.*

Clyde Evans, Ph.D. was the guest speaker for the annual new faculty orientation, jointly sponsored by *Women in Medicine* and The Office for Faculty Development. Dr. Evans was the Associate Dean for Clinical Affairs at Harvard Medical School. He spoke about the dilemma of rewarding a diverse faculty for its many roles and the changing guidelines for tenure and promotion at academic medical centers around the country. He noted that the number of clinical faculty in tenure track positions is decreasing nationally and the survey done here at MCV in 1997 reflects this trend. Because so many fewer women and minority faculty were being promoted at Harvard Medical School, Harvard required that all department chairs sit down annually with women and minority faculty to review performance and progress toward promotion. Dr. Evans admitted that the system was not perfect but it forced department chairs to go on record about whether the faculty member was meeting expectations, what changes were needed, and whether the faculty member was on target for promotion.

One of the most striking findings of the faculty survey here at MCV was that a much greater proportion of women faculty reported that they did not understand the criteria for promotion and tenure and women with children were most likely to report this. This may be because the guidelines are confusing (especially for clinical faculty) and/or that faculty in the collateral track do not feel they are likely to be pro-

moted. The *Women in Medicine Faculty Organization* will work this year on clarifying the guidelines for promotion within the School of Medicine and disseminating that information to the women faculty.

When it comes to career development, Dr. Evans commented "If you don't know where you are going, any road will do." We encourage the women faculty to establish both short and long term career goals. Each faculty member should decide where their area of expertise will lie - in teaching, basic or clinical research, practice management, program development, or administration. The next step is to decide what resources are available locally or at other centers to help you reach these goals. In this and future

*"If you don't know where you are going, any road will do."*

*-Clyde Evans, Ph.D.*

issues of our newsletter, we will highlight career development opportunities and try to shed some light on the promotion and tenure guidelines and process.

The final challenge is to "sell" these goals to you division and/or department chair. How will your personal goals contribute to the goals, mission, or financial well being of the division/department? We encourage women faculty to sit down with division or department chairs at your annual review, outline these goals and objectives, and ask for the support (time, money, support personnel, etc.) needed for your career development. The yearly review

*Continued, Page 2*

## INSIDE THIS VOLUME

President's Piece

*Lenore M. Buckley, M.D., M.P.H.*

Promotion and Tenure Update

1 Faculty in Focus

*Lindsey Grossman, M.D.*

2 Professional Development Resources

3

4

**PROMOTION AND TENURE UPDATE Part I of a Special Faculty P&T Primer**  
**&T** *he promotion and tenure process is starting for this year. Before you begin planning, here are some questions you may want to consider:*

Questions about P&T? We will give them anonymously to our experts on Promotion and Tenure in the School of Medicine and publish some of the most commonly asked questions. Contact us by phone (804/828-5129) or send questions to Box 980102 or e-mail to [wemo@hsc.vcu.edu](mailto:wemo@hsc.vcu.edu).

■ **WHAT IS REQUIRED TO BE PROMOTED FROM ASSISTANT TO ASSOCIATE PROFESSOR?**

NEW GUIDELINES

1. If you were hired after 4/1/95 or transferred to a tenure eligible track after that date then the new guidelines apply. The promotion and tenure process involves review by your department and the School of Medicine (but not the University Promotion and Tenure committee). Keys elements for promotion include excellence in *either* teaching or scholarship (good in one other, and satisfactory in all). Excellence in teaching is demonstrated by the quantities of teaching and the quality as demonstrated by critiques of your teaching by students, residents, fellows and other physicians. It is important to make sure that teaching evaluations are kept on all your teaching activities. You should keep a folder containing feedback on any talks you give (i.e. Continuing Medical Education evaluation or a letter of thanks) and document and keep track of all the teaching you do inside and outside of the institution as part of your teaching portfolio. An easy way to do this is to add a memo to the folder containing your CV after each talk.

For collateral track faculty, the promotion decision will be weighted by the special mix of duties assigned to the faculty member by the department/division head. This means that if you were hired largely to perform clinical or administrative duties and that is documented in writing by your Department Chair in your original contract and/or yearly performance review there are lower expectations for scholarly work. It is very important to have this aspect of your job description in writing each year and that your Department Chair signs it, indicating this is what you have been asked to do.

OLD GUIDELINES

2. If you were hired before 4/1/95 you can go up for promotion using either the new or old guidelines. The old guidelines require excellence in any one of three categories: scholarship, teaching, or service; but your application will be reviewed not only by your department and the School of Medicine but must also be approved by the University Promotion and Tenure Committee.

■ **HOW ABOUT PROMOTION FROM ASSOCIATE TO FULL PROFESSOR?**

The guidelines require national recognition of your work regardless of whether you are being promoted on the tenure track or the collateral track. National recognition of scholarship can be demonstrated by presentations at national meetings, and membership on grant review committees and editorial boards. For clinician educators, it can also include activities with national societies. Division and Department heads and well connected senior faculty can be helpful in making these connections, but you have to let it be known that you are interested.

■ **OTHER THAN PRESTIGE, WHAT DOES PROMOTION HAVE TO OFFER?**

When you are promoted, the portion of your salary contributed by the University increases. The importance of this for your salary varies by department, but in some departments it means that you are required to earn less of the rest of your salary through grant or clinical income. So, there are potential financial advantages.

The *Advisory Guidelines for Promotion and Tenure* gives an excellent discussion of the tenure and promotion guidelines and examples of educators portfolios. It is available through the Office of Faculty and Instructional Development. 828-6591. <http://www.medschool.vcu.edu/intranet/policy/fapof.html>

*The Women in Medicine Organization gratefully acknowledges Dr. David Gardner, whose assistance made this section possible*

■ **PRESIDENT'S PIECE**  
*Continued from Page 1*

is also a good time to clarify your understanding of your progress toward promotion and whether it is consistent with your Division/Department Chair's understanding. It is wise to get this in writing. A simple post meeting memo to the division or department chair stating your understanding of their opinion about whether you are on target for promotion and what your goals should be may facilitate a frank discussion. Dr. Evans pointed out that Department Chairs may be in a conflict of

interest when discussing career progress with clinical faculty. The clinical income generated by clinical faculty is critical for the well being of the department but the career development of the faculty member may not be.

Dr. David Gardner, MCV clinician of the year, Professor of Medicine, and Chair of the Promotion and Tenure Committee for the Department of Internal Medicine has helped us highlight things you should know about tenure and promotion in this issue. Please feel free to e-mail or write us with questions. Questions and Answers will be printed anonymously in upcoming issues. The

Committee on the Status of Women and Minorities is working with departments in the School of Medicine to develop clearer guidelines about what is necessary for promotion in that department.

Also, clear your schedules for the 7<sup>th</sup> Annual Women in Medicine Pathways to Leadership Conference on April 16, 1999. It will be held in Charlottesville and anyone interested in group transportation should contact Carol Hampton at (804) 828-6594.

We wish you a great new year, continued progress in your career, and the recognition your accomplishments deserve.

## FACULTY IN FOCUS A Conversation with Lindsey Grossman, M.D.

In 1999, The Women in Medicine Organization is focusing on the Promotion and Tenure process in an effort to encourage a greater number of women faculty to strive to achieve senior faculty positions. In the upcoming issues, we will be interviewing senior women faculty at VCU's MCV Campus to get their point of view on planning academic career goals, overcoming obstacles, mentoring relationships and their experiences moving up the academic ladder.

For the winter issue, we spoke with Dr. Lindsey Grossman, who was appointed Professor and Chair of the Division of General Pediatrics and Emergency Care in August. Dr. Grossman came to VCU from Ohio State University, where she was an Associate Professor and Director of the Division of Ambulatory Pediatrics for almost ten years.

"I didn't plan very well," admits Dr. Lindsey Grossman, recalling the days when she was just beginning to map her career. "No one ever sat me down and said, 'you really need to think about what you're going to do'."

Dr. Grossman did not decide to consider a career in academic medicine until late in her residency. She had spent some time working in private practice during one of her rotations and had found the experience "disillusioning". It was while working with a female junior faculty member in her department that she got her first experience working on a research project, and liked it. After that, Dr. Grossman began to consider and eventually decided upon an academic career.

After completing her residency, Dr. Grossman took a position as a Post-Doctoral Fellow for the Robert Wood Johnson Foundation General Pediatric Academic Development Program at Johns Hopkins University. But even after completing her fellowship and becoming an Assistant Professor at Johns Hopkins, Dr. Grossman still did not feel as though she was receiving very clear career guidance, although she was receiving other messages very clearly, "I was taught by my mentors that research was of vital importance, getting funded was vitally important and getting tenure was vitally important. But in actuality, no one did a really good job of telling me or even leading me to figure out how I was going to do this."

In the summer of 1983, Dr. Grossman relocated to Ohio State University, where the "thought of a woman academic was pretty unusual." While at Ohio, Dr. Grossman noted that although there were a lot of women faculty in the Department of Pediatrics, al-

most all of them were part-time and clinically, rather than academically based. "I did not have a female mentor early on," said Grossman. While she did have male mentors during her early career, there was never one single, consistent career guide. "I kind of had to get bits and pieces from different people."

Around this time, Dr. Grossman began to give some serious thought to her long-term career plans. "I thought at some point in my career, I'd like to be a division head. But first I had to get tenure, and to do that I needed to get my shoulder to the grindstone and do some research, get some funding." Dr. Grossman managed these tasks while accomplishing the dual role of a busy physician meeting heavy clinical expectations.

Shortly after being promoted to Associate Professor, Dr. Grossman's Department Chair asked her to consider taking over for her departing Division Chair. "I said thank you very much, but no. That's something I [wanted] to do at some point in my life, but not [then]. It took nine months to convince Dr. Grossman that she was the right person for the job.

After she became a Division Chair, Dr. Grossman had to dedicate a good deal of time getting her Division up to speed. "It was woefully behind," she said, "there was no research going on and a lot of problems."

"Along the way it began to occur to me," said Dr. Grossman, "I never had a mentor, a kind of career track guidance. I had to look for help where I could find it, and usually that was not locally." Dr. Grossman found the support she had been looking for among colleagues that she met nationally.

"I found out about a superb program run by Allegheny University,"

confides Dr. Grossman with a smile. The program she is referring to is the Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM) program for women at the rank of Associate Professor or above. The year long program is sponsored by the Institute for Women's Health at Allegheny University of the Health Sciences.

Dr. Grossman describes the intense training sessions: "There was a very formal classroom and a small group with a lot of things that women physicians don't get taught; like finance, management skills and negotiating skills." But just as beneficial as the classes was the experience of being, "plopped into this new group of women peers from around the country and talking about career development issues. It was a great, great experience for me."

Dr. Grossman has given a lot of thought to her future since attending the ELAM program. "In the past couple years I've been thinking," she said, "and [I think], Hey! This is where you wanted to be late in your career, and you got here relatively early in your career. Now I'm mid-career and I think, where are you going from here?"

*Dr. Lindsey Grossman was appointed Interim Chair of the Department of Pediatrics at VCU on February 1, 1999.*

*-Maia Eckler*

*Dr. Grossman may be reached through e-mail: [LGrossma@hsc.vcu.edu](mailto:LGrossma@hsc.vcu.edu)*

The ELAM program for women at the rank of Associate Professor or above at Allegheny University. The year long program offers educational, networking, and mentoring opportunities to support women leaders in academic medicine who seek the highest administrative ranks. The work and experience are intense and the course is recommended for senior women interested in leadership in academic medicine.

*For additional information, contact: Mark Diltz, (215) 762-3985, e-mail: [diltzm@wpo.mcphu.edu](mailto:diltzm@wpo.mcphu.edu). Or visit the ELAM website: <http://www.aush.edu/institutes/iwh/elam/elamprog.html>*

**PROFESSIONAL DEVELOPMENT RESOURCES**

**At VCU**

**Outside Resources**

**Master of Science in Clinical Research and Biostatistics**

To become successful clinical researchers, clinicians need extensive training, not only in their clinical content area, but also in the design, conduct, analysis, interpretation, reporting, and dissemination of clinical research. Likewise, clinicians wishing to successfully conduct patient-level outcomes or health services research need training in the skills required for this research. Common to both needs is training in clinical epidemiology and biostatistics- basic sciences for clinical medicine. Increasingly, also common to both needs is training in health economics and services organization- the anatomy and physiology of health care delivery.  
**BISINFO@HSC.VCU.EDU**

**The Executive Program in Health Administration (MSHA)**

The Executive Program is an innovative, two-year course of study leading to the degree Master of Science Health Administration (MSHA). It can be completed in two years by individuals working full time, residing anywhere in the United States. The program is specifically designed for self-motivated, mature, and experienced professionals who are seeking graduate education in management for continued career advancement. The program is offered by one of the most respected departments of health administration in the country, in the School of Allied Health Professions at Virginia Commonwealth University. **Email Suzanne Havasy, Program Coordinator: SHAVASY@GEMS.VCU.EDU**

**AAMC's Professional Development Seminar for Junior Women Faculty  
December 11-14, 1999 Santa Fe, New Mexico**

Held each fall, this seminar is tailored to women early in their first faculty appointment who are aiming for a position of leadership in academic medicine. Targeted primarily at physicians, the seminar is also pertinent for Ph.D. researchers involved in collaboration with clinicians. For more information please contact the AAMC Meetings Department (202) 828-0952 or visit their website: <http://www.aamc.org/start.htm>.

**Johns Hopkins University Internet-based Master of Public Health Program**

Beginning in 1999, the School will offer its Master of Public Health via the Internet. This innovative program will allow students from around the globe to interact with faculty at the leading school of public health in the United States—without having to relocate to Baltimore. For further information on distance based learning programs at Johns Hopkins University School of Hygiene and Public Health, check out their website: <http://www.jhsph.edu/> Application for admission to the M.P.H. is made on standard forms contained within the Prospectus and Application Materials which may be obtained by contacting the Admissions Office School of Public Health, The Johns Hopkins University, 615 N. Wolfe Street, Suite E1002, Baltimore, MD 21205; phone (410) 955-3543; E-mail: [admiss@jhsph.edu](mailto:admiss@jhsph.edu). An electronic application is also available: <http://www.jhsph.edu/SASS/admiss/>

**Harvard School of Public Health Summer MPH Program for Physicians**

The Sixth Annual Summer Session for Public Health Studies will be held from July 1 - July 23, 1999 and July 26 - August 13, 1999. Graduate Courses in: Health Policy and Management, Health and Social Behavior, Epidemiology, and Biostatistics. The Summer Session is intended for health professionals in training or those who are considering a mid career change into public health and feel the need to strengthen their skills.

Further information about the school's summer programs may be found on the school's home page at: <http://www.hsph.harvard.edu/summer/> brochure. For questions regarding Summer Session admission procedures or for an accommodations brochure contact: Hildi Keary, phone: 617-432-1052, fax: 617-432-2009, email: [admisofc@sph.harvard.edu](mailto:admisofc@sph.harvard.edu) (please specify Summer Session on subject line).

*7th Annual*

**Women in Medicine**

**CALL FOR VOLUNTEERS**

April 16, 1999  
Doubletree Hotel  
Charlottesville, VA

**PATHWAYS TO LEADERSHIP CONFERENCE**

*Developing Women Leaders for the New Millennium: Tools for Success*

Women faculty from the School of Medicine to participate for 1 hour in a special event sponsored by the student chapter of *Women In Medicine*. On Thursday March 18, 1999 high school students from all over Virginia will be attending a "Young Women In Medicine Day." We need faculty to join us between 12 and 1:30 P.M. to have lunch (our treat) with students and talk to them about becoming a physician. Please e-mail your RSVP to: [CENEDELLAA@CBIL1.CBIL.vcu.edu](mailto:CENEDELLAA@CBIL1.CBIL.vcu.edu) as soon as you can. Thank you for your participation.

Supported by the three Virginia Schools of Medicine:  
University of Virginia  
Medical College of Virginia of Virginia Commonwealth University  
Eastern Virginia Medical School  
in collaboration with the Medical Society of Virginia  
Richmond Academy of Medicine  
For more information call:  
Bebe Moore in the U.Va. Office of Continuing Medical Education  
**(804) 924-5310**  
**(800) 552-3723**

**KEYNOTE:**  
**NEGOTIATION WISDOM**  
**LEONARD J. MARCUS, PH.D.**  
*Director, Program for Healthcare Negotiation and Conflict Resolution, Harvard School of Public Health*

**PANEL:**  
**PRACTICAL TOOLS FOR SUCCESS- IS THERE A LEADERSHIP FORMULA?**

**WORKSHOPS:**

**BALANCING WORK AND FAMILY COMMUNICATION**

**INSTITUTIONAL ACTIVITIES TO ENHANCE WOMEN'S CAREER DEVELOPMENT**

**HARRASSMENT**

**FINANCIAL BASICS**

**MENTORS AND PROFESSIONAL NETWORKS**

**SUSAN ADELMAN, M.D.**  
*Member, Board of Trustees, American Medical Association*

**CAROL ASCHENBRENER, M.D.**  
*Senior Vice President, Kaludis Consulting Group*

**SARALYN MARK, M.D.**  
*Senior Medical Advisor, Department of Health and Human Services*

**MICHELLE WHITEHURST-COOK, M.D.**  
*Past President, Virginia Academy of Family Practice*

Medical College of Virginia Campus of Virginia Commonwealth University

P.O. Box 98010 Phone: (804) 828-5129  
Richmond, VA 23298 Fax: (804) 828-3741  
e-mail: [wemo@hsc.vcu.edu](mailto:wemo@hsc.vcu.edu)

**Women In Medicine**

Established in 1992, the purpose of the *Women in Medicine Organization* is to further the professional goals of women doctors and scientists at The Medical College of Virginia Campus of Virginia Commonwealth University. As a sponsor of forums for open communication, the organization facilitates networking, mentoring, and collaboration among women faculty, housestaff, and students. Full memberships are available to all full and part-time faculty in the School of Medicine, including clinicians, basic health scientists and administrators. Associate memberships are also available to students, housestaff, alumni of the School of Medicine and its training programs and retired faculty.

For more information about becoming a member of the *Women in Medicine Organization* contact Margaret M. Grimes, M.D., Chair of the membership committee: P.O. Box 980662 Richmond, VA 23298, Phone: (804) 828-9738 or e-mail [mmgrimes@vcu.edu](mailto:mmgrimes@vcu.edu). Dues are just \$30 per year of membership. Checks should be made out to the *Women in Medicine Organization* and sent to Sue S. Sreedhar, Treasurer: P.O. Box 980530 Richmond, VA 23298, Phone: (804) 828-4955 or e-mail: [sssreedhar@vcu.edu](mailto:sssreedhar@vcu.edu).