

News

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Photo credits:
Roberta Sonnino

FROM THE PRESIDENT

(L to R) Wendy W Brown, MD, President Debbie German, MD, and Chris Abrass, MD, model the SELAM pin at the ELAM poster session during the AAMC Annual Meeting.

SELAM is looking forward to the new millennium with high expectations for our members. We have reason to be optimistic as our numbers grow, and as we become better educated about how the system works and how we can work the system. We have more women helping women to succeed. Every one of you is an example to those who follow. Each year our organization is growing more sophisticated, and the foundation is stronger with each member's contribution of effort. I encourage each of you to become involved in the work of SELAM. The networking alone is more than worth the effort. Please note ñ see the spring CME meeting preliminary agenda starting on page 2. Wendy Brown and associates have created an exceptional program. I would like each of you to attend the meeting

and encourage non-SELAM members to attend (and join!). Please publicize it to your women faculty.

Other News: Our corporate address is relocated. Our registered agent is now Kathleen Kim, MD, UIC, Dept. of Psychiatry (M/C 913), 912 S. Wood Street, Chicago, IL 60612. Thank you, Kathy, for taking on this important role.

We have a beautiful pin for sale, the three winged bird. Your wardrobe is not complete without it! Much thanks to Chris Abrass. Read about its story on page 2.

Rosie Goldstein is taking an active role in fundraising. She created a general letter that can be used by all to help solicit funds for the organization. Please contact her (**Error! Bookmark not defined.**) if you would like to expand your development skills on behalf of SELAM.

Our connection with ELAM is thriving. Our spring meeting will join us with the newest ELAM fellows. The meeting is an opportunity to mentor and be

mentored. Page Morahan and Roz Richman are a great support to SELAM. I hope that the reverse is program. Hopefully some success will come from that visit in the near future.

I wish you well as we enter the year 2000. As the year begins, I hope you resolve to dedicate a portion of your time and support to the SELAM mission.

Debbie German, MD
deborah.german@mccmail.vanderbilt.edu

THE STORY OF THE SELAM PIN

Chris Abrass presents Dr. Walter Cohen with the SELAM pin.

The ELAM Class of 1998-99 commissioned the design of the SELAM pin as a class gift. Proceeds from its sale will support the ELAM Program. Nationally acclaimed jewelry artist Nancy Megan Corwin of Seattle WA created the design. The design that contains many symbols is based on the three-winged bird, an image evoked by Page Morahan at the start of the 1998-99 ELAM session.

Mario Markus and Benno Hess of the Max-Planck Institute defined the three-winged bird as a chaotic attractor. The image records the journey of a system in chaos. A simple non-linear equation went through millions of iterations. The result of each iteration was plotted as a point in 3D-computer phase space. As the system evolved in a totally random fashion, over time the shape of the system emerged.

also true. Sharon Turner, First Vice-President, and I accompanied Page and Roz to Robert Wood Observers likened the shape to a three-winged bird. Chaotic strange attractors reveal the order inherent in chaotic systems, order that is only visible over time and history.

Margaret Wheatley also used this computer-generated image in her book *Leadership and the New Science*. As Page opened our ELAM session, she spoke of each wing representing a talent providing added lift to help us soar to greater heights. Page spoke of the art of listening and reflection, much quieter virtues, ones inspired by a watchful bird at rest, sitting on a tree branch. The ELAM Class of 1998-99 chose the image for the pin from among many, because it could be rotated to reflect a three-winged bird at rest, one in flight, or one of beauty that would inspire questions from those that viewed it. The class wanted an image that was fluid and organic, one that would take on many interpretations, one that would reflect our belief that leadership can take many forms.

As of December 1999, 55 SELAM pins have been sold. This has generated about \$5000 to support ELAM/SELAM programs. We are pleased that you have chosen to support SELAM. We hope that you will add your own interpretations to the image of the three-winged bird.

Chris Abrass, MD

Where can you get yours? See enclosed order form!

Editor's Note: In an emotional moment, D. Walter Cohen, DDS, and Patricia P Cormier, EdD, were presented with SELAM pins at the

Johnson Foundation this fall and discussed the ELAM

SELAM reception at the AAMC Meeting. SELAM Board and Committee Members wore pins throughout the meeting. And people asked about them and wanted one. How about giving one to a person who epitomizes SELAM's mission, or to someone you consider a mentor?

SELAM 2ND ANNUAL SPRING CME MEETING: PRELIMINARY PROGRAM

Two Sides of the Coin: Raising Dollars and Cutting Costs While Maintaining an Academic Mission

March 31 - April 1, 2000
The Westin Philadelphia

Friday, March 31

1:00 - 1:10 PM Welcome and Introduction - Deborah German, MD, President, SELAM

1:10 - 2:00 PM Keynote Address: Innovation and the Survival of Scholarship in the Current Academic Environment: A Global View - Barbara Atkinson, MD, Professor & Chair, Department of Pathology, University of Kansas SOM, and former Dean, MCP Hahnemann University SOM

2:45 - 5:30 PM The Process of Change and the Art and Technique of Negotiation: Building on the ELAM Experience - Dennis J. Kain, Principal, Longshore+Simmons; Cheryl Cerninaro, Medical College of Georgia

6:30 PM Class dinners, to be arranged by class representatives

Saturday, April 1

8:00 - 8:10 AM Introduction - Wendy W Brown, MD, Program Chair, SELAM

8:10 ñ 9:00 AM Savvy Fiscal Management in the Current Environment ñ Claudia Campbell, PhD, Professor & Chair, Department of Health Administration, St. Louis University School of Public Health

9:30 - 10:45 AM The Hunter Group: What we do when we go in, & what we've learned from being at 12 Academic Health Centers -- Dan Stickler and MarieAnn North

10:45 - 11:45 AM Experiential View: What It's Like to Live Through the Process. Panel: Kathleen McCarroll, MD, Associate Professor of Radiology, Chief, Department of Radiology, Director of Radiologic Education, Detroit Receiving Hospital, Wayne State University SOM; Marla Gold, MD, Associate Professor of Medicine and Section Chief, HIV/AIDS Medicine, Hahnemann University Hospital, MCP Hahnemann University SOM

1:30 ñ 1:40 PM Introduction: Are We Eating Our Seed Corn? Balancing Needs of the Individual with Needs of the Institution - Wendy W Brown, MD, Program Chair, SELAM

1:40 ñ 4:00 PM Breakout Sessions
A. Human Capital Investment. Joanne Conroy, MD, Professor and Chair, Anesthesia and Perioperative Medicine, Associate Vice-President of Medical Affairs, Medical University of South Carolina
B. New Form of the 3 R's: Redefining, Recognizing and Rewarding Alternative Scholarship. Page Morahan PhD, Co-Director, ELAM; Laura Schweitzer, PhD, Professor, Dept. of Anatomic Sciences and Neurobiology, Associate Dean for Faculty and Student Affairs, University of Louisville
C. Time: Overworked, Underpaid and Stressed: Individual and Institutional Perspective. Facilitators: Deborah German, MD, Professor, Department of Medicine and Medical

Administration, Senior Associate Dean for Medical Education, Vanderbilt University SOM; and Josie Briggs, MD, Director, Division of Kidney, Urology and Hematology, NIDDK, NIH. Recorder: Nancy Hardt, MD, Assistant Dean for Clinical Affairs, University of Florida COM
D. Professional Satisfaction and the Academic Milieu: Why People Leave, Why People Stay. TBA.

4:00 - 5:00 PM Rapporteur

5:30 - 6:30 PM Wine & Cheese Reception & **Silent Auction**. Sarah Morgan, MD, RD, Lindsey Grossman, MD, & Katherine Wisner, MD, are organizing the auction. Donate your tax-deductible item (wine, jewelry, dinners, use of a vacation home, scarves, stained glass window, quilt, handmade sweater, books, etc.) to SELAM for this auction! Contact Sarah (Smorgan@uab.edu) or Lindsey (lgrossma@hsc.vcu.edu).

Sunday, April 2
National Board Brunch - Rittenhouse Hotel. Presentation of 38th Annual Marion Spencer Fay Award as Distinguished Woman Physician/Scientist to Linda P Fried, MD, MPH, ELAM 1996-97.

ELAM UPDATE

The AAMC Annual Meeting, held October 23-26, 1999, in Washington, DC, was a great time for ELAM. If you were there and if I saw you, you know that I was giving out stickers to add to your name badges (red "ELAM fellow" for those in this year's class and blue "ELAM alumna" for those in past classes). [An aside: On November 10, 1999, the Gatehouse, home of ELAM and the Institute for Women's Health at MCP Hahnemann University, of which ELAM is a part, was

officially "opened." At the festivities, our SOM Dean Warren Ross said a few words about ELAM, including his observation that "everywhere I turned at AAMC, I was surrounded by dozens of ELAM folks."] It was exciting to have so many of us together and terrific seeing you. Missed you if you weren't able to come!

And the SELAM-ELAM reception, graciously hosted by Georgetown University, was festive and most enjoyable. Thanks to Kenneth Dretchen, PhD, Dean of Research and Graduate Education; Carolyn Robinowitz, MD, Dean of Academic Affairs; and '98-99 ELAM Fellow Barbara Bayer, PhD, Professor of Pharmacology, who coordinated it all. About 80 fellows, alumnae, SELAM members and guests attended! Page and I were particularly delighted to surprise and honor Walter Cohen for his initial vision and energy to found ELAM, and his unflinching efforts to continue supporting and promoting the program. And we surprised Patricia Cormier, whom we had invited surreptitiously to help pay tribute to Walter, with a presentation to her for her same efforts for ELAM. Both Walter and Patty received SELAM pins, as did Page and I. We'll all wear them proudly.

PonJola Coney, MD, takes her turn recording the reception for the archives.

Wish you all could've been there. We have photos and a video. We'll try sharing some memorable images of the festivities, maybe

even as e-mail attachments since the photos are on CD.

Finally, an apology to you if you have been unable to post messages on the ELAM or ELUM listservs in the past month. Apparently, there has been some difficulty with the server, listserv software or something at this end. We're working on it. So I'm sorry if you've had any frustrations at your end.

Best wishes for a wonderful new year!

Roz Richman, MA
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UPDATE ON MEMBERS

SOM: School of Medicine
COM: College of Medicine

New Positions

1996-97 Fellows

Mary Dombovy, MD, Senior Vice-President of Integrated Services of Unity Health Organization, Rochester NY. She is responsible for care pathways, hospitalist program, addressing variances, length of stay, data support and financial outcomes, and their integration across department lines. She enrolled in a Master's of Health Systems Administration program at Rochester Institute of Technology in August. Also working on trying to take our now well-developed Rehab service line and joint venture with one of the other health systems and the Blues in a payer-provider collaborative arrangement. Learning lots of political and legal info from this one! Also have been working with HCFA as part of an expert panel on prospective payment for rehabilitation and other post-acute care. My year as Board Chair of CARF (the national rehabilitation accreditation commission) is well under way, and I'm leading the search for a new CEO. CARF is now accrediting adult day services, assisted living, and welfare-to-work programs, all of which represent new major initiatives for CARF. Locally, I've been in the media, talking and writing about "Collaboration vs. Competition in Health Care" and various other topics, and

may end up being a medical consultant for one of our local TV stations!!!

Vanessa Northington-Gamble, MD, PhD, assumes post of Vice President of Community and Minority Programs, AAMC (1/2000). Her latest book is *Making a Place for ourselves: The Black Hospital Movement, 1920-1945*. Currently she is researching the history of black women physicians.

News of Note

1996-97 Fellows

Linda P Fried, MD, MPH, selected by the National Board for Women in Medicine as the recipient of the 38th Annual Marion Spencer Fay Award as Distinguished Woman Physician/Scientist. The award will be presented at the National Board's brunch on April 2, 2000, immediately following SELAM's Spring CME Meeting. Linda is Professor of Medicine, Epidemiology and Health Policy; Director, Center on Aging and Health, Deputy Director, Clinical Epidemiology and Health Services Research, Department of Medicine, The Johns Hopkins University SOM.

1997-98 Fellows

Sarah L Morgan, MD, MS, RD, FADA, FACP, Medical Director of the Osteoporosis Prevention and Treatment Clinic, The University of Alabama at Birmingham. Her clinic was featured as the cover story in the October issue (Birmingham edition) of *MD News: A Business and Lifestyle Magazine for Physicians*.

Roberta Sonnino, MD, Professor of Surgery & Pediatrics, Chief, Section of Pediatric Surgery, University of Kansas SOM, appointed Assistant Dean for Student Affairs. She was also appointed to the AAMC Women in Medicine Coordinating Committee for a 2-yr. term.

Lynn Wecker, PhD, Distinguished Research Professor & Chair, Department of Pharmacology & Therapeutics, University of South Florida COM, elected President-Elect of the American Society for Neurochemistry - 2nd woman to hold that post in the history of the society.

1998-99 Fellows

Lydia Howell, MD, appointed Faculty Assistant to the Dean at UC-Davis SOM. Debra A Schwinn, MD, is on sabbatical for the year 2000 at the National Human

Genome Research Institute at the NIH. If anyone wants to visit, they can email me via my Duke email at Schw001@mc.duke.edu.

Rose Goldstein, MD, CM, FACP, Director of Office of Gender and Equity Issues at University of Ottawa, reports that her office and Dr. John Seely, former Dean of the Faculty of Medicine, received the first-ever May Cohen Gender Equity Award from the Council of Ontario Faculties of Medicine in mid-September 1999. Seely helped establish Rosie's office, as well as appointed Dr. Yvonne Lefebvre as Canada's first Assistant Dean for Gender Issues. The October 19 article in *Canadian Medical Association Journal* states, "Over the years, the office's initiatives have resulted in what is arguably the most progressive program at a Canadian medical school. The office's initiatives include a sexual harassment policy, mentoring, flexible part-time work arrangements, proportional representation on all faculty committees, an informal conflict-resolution system and parental leave. In addition, each of the 14 departments has established its own gender equity committee. An advisory committee with 30 members, including the departmental representatives, helps guide the office's policies."

Patricia Kokotailo, MD, MPH, appointed to the USMLE Step 2 Committee for Pediatrics and the NBME Pediatrics Test Committee for a 2-yr. term. These national committees develop testing materials for the licensing of medical students and physicians in the US and elsewhere.

EDITOR'S NOTE: Wendy Weinstock Brown, MD, MPH, ELAM 1997-98, notes that Valerie Gilchrist, MD, ELAM 1998-99, Lorrie Langdale, MD, ELAM 1997-98, Marilyn Frederiksen, MD, ELAM 1997-98, Lourdes Corman, MD, ELAM 1996-97, and Nancy Hardt, MD, ELAM 1995-96, also serve on USMLE Step 1-3 committees. As does Wendy, who is happy to nominate qualified individuals for this. And if we missed your name upon scanning the USMLE list, just let us know. Serving on these committees is one way to affect content of medical education.

Carolyn Voss, MD, has been asked by her Dean at University of New Mexico SOM to help him develop an internal Academic Physician Executive Fellowship.

STRATEGIC CAREER PLANNING: STAYING AHEAD OF THE CURVE

BUILDING A NETWORK THROUGH INFORMATIONAL INTERVIEWS

Many successful people in healthcare feel they are one step away from being unemployed (Jennifer James, *Healthcare Forum Journal*, January 1997). All we can be sure of is *our professional lives in academic medicine and dentistry will be quite different in ten years from what they are now*. Search firms say that over 50% of openings are for newly defined positions that have not existed before. So, how do we prepare? How can we view the inevitable professional crises in our profession like the Chinese symbol for crisis *not just danger, but also opportunity?*

A leadership program is an important beginning to acquire broadened perspective and skills to trend track. To spot trends in current or emerging fields:

Seek out broader and different information than your current discipline. Read broad perspective literature like *Health Forum*, *Fast Company*, *Wall Street Journal*, *Chronicle of Higher Education*, and *Academic Medicine*.

Attend different meetings or sessions at meetings. For example, a session at the 1999 AAMC meeting by a Walt Disney executive about the similarities of Disney World and health care delivery organizations was provocative. What trend tracking methods do you use?

Once you have discovered trends that you want to investigate, use *informational interviews* to build a broad network to alert you to future changes and career possibilities. Stephen Rosen and Celia Paul (*Career Renewal: Tools for Scientists and Technical Professionals*, Academic Press, 1997; reviewed on page 17) suggest that you find people who have positions in areas in which you are interested, and conduct telephone or face-to-face interviews (spontaneous at meetings or scheduled) with questions like:

Background for the position. How did you get started here? How did you go about re-inventing yourself to get where you are? What did it take for you to make the transition to this field? What different

routes to careers in this field have you seen people take? What training did you have that was helpful? What skills are required? And what skills are you finding you need to acquire now to stay current?

Major issues in work and industry. What do you like most about your field or position? How do you spend your time doing it? What areas would you like to see improved?

Hiring practices. What do others look for when you hire someone? What are the starting salaries? What is the earning potential?

My own background and fit with the field. If you're exploring a career change, add questions like: With my background (stated in 2-3 sentences), how would I best fit into your field? Can you suggest where my skills could be used after I give you a brief summary of my background?

Additional information. Are there particular firms or organizations that you think I should contact to find out more about this field? Any particular people, perhaps with backgrounds similar to mine? Of this list of people that have been suggested I talk to, whom do you think would be most helpful? Any others?

Keep records of whom you contacted, and touch base with them periodically. You do not talk to them only once! Thank them for the time they gave you, and follow up with a thank you letter or email as appropriate. If you're exploring a particular career, tell them the

next steps you will take and keep them informed.

This process of conscious informational interviews helps build your network, keeps your ear to the ground for trends, explores career possibilities, and obtains referrals for job opportunities. Remember: referrals are the way most new positions are acquired!

Page S Morahan, PhD
Continued next column

Page S Morahan, PhD, works with scientists and faculty to provide strategic planning for rewarding careers. She is Co-Director of ELAM, an independent consultant and member of the ELAM Alliance. To be on an email list to receive periodic mailings on career planning, contact: 215-947-6542 or **Error! Bookmark not defined.**

AAMC ANNUAL MEETING SUMMARY

Greetings from Washington! I've decided to write my thoughts before departing, so I may be sure my comments and summaries are captured before the inspiration leaves me.

For me, the meeting started Saturday evening in Wendy Brown's hotel room. There your SELAM CME Program Committee spent an intense two hours planning the next meeting entitled, "Two Sides of the Coin: Raising Dollars and Cutting Costs While Maintaining an Academic Mission." Look on page 2 for details and a preliminary program. Needless to say, there was a lot of positive energy in Wendy's room. We look forward to the actual event.

On Sunday morning the Plenary Session, "Women's Health in the New Millennium", set the stage for the entire meeting. Nelba R. Chavez, PhD, Administrator of Substance Abuse and Mental Health Services Administration (SAMHSA), is the first Hispanic to head an administrative department within the Department of Health and Human Services. She told about battling the power differential. She told us to break tradition. Discover the lies, e.g., women are powerless. Discover the rules that don't make sense. Point them out. Often you're alone and labeled a troublemaker, but it's great to be in trouble if it's for a right cause, the rights of others. She announced a call to action to change the future of health care for women. She asked women to learn how to negotiate contracts, look at organizational restraints, teach techniques to decrease relapse [of depression, AIDS, alcoholism, domestic violence, and addiction], teach diagnosis and comprehensively heal, and lead by using power and status.

Sunday evening the new ELAM Class was introduced at the WLO/Women Chairs dinner. Other highlights included a presentation on the Archives and Special Collections at MCP of the Foundation for the History of Women in Medicine, Hahneman University. This ended with a plea for materials from private collections. Information may be garnered from the Web page **Error! Bookmark not defined.** special.htm. The evening concluded with a delightful presentation by Dr. Ellen More from the University of Texas-

Galveston, based on research for her book *Women Physicians and the Profession of Medicine*. Look for it in about six weeks.

Sunday WIM events continued with a joint WIM/SELAM plenary session, moderated by Dr. Wendy Wolf, "Lessons Learned: Landing On Your Feet During Career Transitions." Some memorable quotes from this session included Dr. Carol Nadelson's comment, "Academic medicine is not a democracy," and "Change is constant," made in reference to an intriguing vignette provided to illustrate the case of a demoted division chief named 'Dr. Hernia'. Dr. Jeffrey Houpt provided the wisdom of the 'three B's' of behavior, "Don't brood, blame or burn bridges." He elaborated by saying that what happens does not matter nearly as much to your future career opportunities as how you respond. Dr. Joanna Cain ended the session by providing the wisdom, "Your best advice can sometimes come from your biggest antagonist."

Monday morning's sessions started at 7:00 am with round table discussions on "Faculty Under Siege: Supporting Career Development," "Enhancing the Environment for Gays and Lesbians in Medical Education," "Improving Mentoring in Academic Medicine," and "Leadership Development Opportunities." The WIM/Faculty Affairs Joint Plenary Session was standing room only! It was entitled "Facilitating Faculty Development in Ambiguous Times and Settings." Panelists were Dr. Edward Benz, Jr., Dr. Lois Nora, and Dr. Elizabeth Sherertz.

Facilitator Dr. Carol Aschenbrener did a marvelous job organizing the session, providing segues and insights along the way. Individual and institutional responsibilities toward faculty development were discussed. General consensus was that this was an excellent and informative session. Breakout sessions then provided a variety of opportunities and covered the topics, "Hiring and Evaluating Staff," "When the Mentor Needs a Mentor," "Running an Effective Meeting," and "Turning Challenges into Opportunities: Communication Misreads Related to Culture & Gender."

Last, but certainly not least, the final formal component of the WIM program was the annual luncheon. Dr. June Osborn, President of the Macy Foundation, gave a presentation entitled "Leading Medicine: A Time of Opportunity." She highlighted the current work of the Foundation, including increasing patient/physician communication, professional educational programs in genetics and public health/medicine, and enhancing primary care. She highlighted the collaboration at Morehouse SOM and the Foundation's interest in health care teams and practices staffed by nurses. Dr. Osborn provided two take-home messages: 1) have fun and do what you enjoy doing; and 2) remember that you are a part of a community and be involved in it.

These two thoughts are certainly consistent with my AAMC experience this year. The program was excellent. Moreover, I had fun seeing and being with my ELAM/SELAM sisters!

Laura Schweitzer, Ph.D.
Associate Vice President for Health
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University of Louisville School of
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ELAM Class of 98-99

**LEADERSHIP
DEVELOPMENT
FOR PHYSICIANS
IN ACADEMIC
HEALTH CENTERS**

During October 1999, I had the opportunity to participate in the Leadership Development for Physicians in Academic Health Centers Program, sponsored by the Harvard School of Public Health. Let me say first, there are aspects of this program that parallel the ELAM curriculum. Thus, I was initially somewhat reluctant to commit an additional 13 days to the program in Boston. However, I am very glad I listened to my Chair and made the time investment.

The Harvard School of Public Health presents a case-based immersion program that focuses on understanding principles of effective management for mid-level career academic physicians. The course is aimed at physicians from all over the US and Canada who are active in academic programs (though not necessarily University-based) and serving as Division Chiefs. Twenty-five percent (10 of 40) were women. The structure is very similar to the course offered to Department Chairs in February (a well-respected preparation for new Chairs and usually fully subscribed).

Topics included Strategic Planning (Institutional Policy and Strategy), Financial Analysis and Control, Operations Management, Organizational Issues, Conflict Resolution and Negotiation, and the Impact of Managed Care/Clinical Practice on the whole organization. Very knowledgeable faculty from Harvard, Boston University, and various health plans addressed each topic. The course revolved around cases in each of these areas, which we the students worked through as individuals, in small discussion groups and then in the group as a whole. Reading and class preparation time was heavy (at least 4-5 hours per night --- and woe to he/she who gets behind!). We worked all but one of the 13 days (one Sunday off, but you needed that time for a particularly heavy reading load in week 2!).

While all of it was tremendously well organized and useful, the sessions on Strategic Planning and Finances were unparalleled. The ELAM sessions in these areas served as a good basis for these topics, but the Harvard course took understanding of the issues to a whole new level. The focus was less on personal development and more on what is necessary for an institution to move forward in today's academic sphere. I truly understand the implications of organizational and fiscal accounting systems and several common errors in their application. No wonder so many academic centers are failing! As I look at new career challenges, the principles covered in this course will make development of a vision for the institution/depart-

ment/division and negotiation for necessary resources much more straightforward.

As with ELAM, you must apply for this program; develop similar statements about your current job, goals and objectives; and be supported by a letter of recommendation from your Chair or Dean. Program costs are about \$5000. Hotel, some meals, and airfare costs are additional (total outlay approximately \$8000). Since my Chair requested that I attend the course, he footed most of the bill out of Department funds. In all, Leadership Development for Physicians in Academic Health Centers offers an extension of what you learned in ELAM. I highly recommend the program for those who are embarking on new positions of responsibility and influence. For more information, contact the program by email (**Error! Bookmark not defined.**) or web page (www.hsph.harvard.edu/ccpe).

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SELAM MENTOR

Jean G. Spaulding, MD
Vice Chancellor, Health Affairs
Duke University Medical Center

What do you consider to be the major accomplishments in your career? What factors influenced each accomplishment?

There are two primary accomplishments in my professional life:

1. Being Vice Chancellor for Health Affairs at Duke University Medical Center and
2. Establishing a private practice of child, adolescent and adult psychiatry.

The first factor was influenced by my having been chosen to serve on the Board of Trustees of Duke University. That honor derived from my having been asked to serve on the search committee for the President of the University. The individuals that I met during both of those processes, bolstered by the opportunity that I had to work closely with the Medical Center as it evolved into a Health System and with the current CEO of the Health System, Dr. Ralph Snyderman, influenced considerably my decision to reduce my private practice time and experience medical administration.

The primary factors that influenced my decision to establish a private practice of psychiatry go back to my having been invited, in the 10th grade, to be a psychiatrist. That decision was supported and nurtured by innumerable individuals throughout my college years at Columbia University, throughout my medical school years at Duke, and most particularly by Dr. Keith Brodie during my years of residency and thereafter. I view psychiatry as one of the more fascinating components of medicine in that there is always something new and exciting to learn from patients. Our patients are our greatest teachers and, in the field of psychiatry, they are

particularly well versed in imparting significant life lessons.

Where do you think academic medicine is headed in the next millennium?

I think that there will be significant advances in academic medicine along two lines. First, the role of genetics and the genome will continue to increase exponentially. Therefore, there are multiple opportunities for researchers, as well as for practitioners, as we look at identifying genetic contribution to these entities. This opens up the fields for women in particular with regard to the practice of medicine, as well as with regard to research opportunities.

What special opportunities/roles will there be for women as the profession evolves?

I think women are coming into their own with regard to leadership roles and responsibilities. Institutions such as ELAM are essential in providing both peer support as well as mentorship as women's roles become more complicated, as well as more obvious with the increasing numbers of women who are currently enrolled in medical school, and therefore training to become physicians. There will be glass ceilings that will disintegrate as more and more women swell the ranks of physicians, whether they are in administration, in the actual practice of medicine, or in the ranks of researchers.

What do you think are the core qualities of being a leader?

One core quality of being a leader is having the ability to listen and support the individuals with whom you are working. For me, and for other psychiatrists who have taken on administrative roles, having spent years in developing the skills of listening has many rewards in the area of administration. Another core quality of leadership has to do with courage, whether it is the courage of standing up for individuals who are less fortunate or the courage of your own convictions.

What advice do you have for honing these skills?

I think it is important to take advantage of every sort of educational opportunity possible. That includes continuing education, courses in management, and business courses especially with the significance of the MBA in the modern medical world. It is also essential to hone your networking skills. It is important to network with other women across the United States and around the world, so take time out to engage in those networking opportunities.

Each of us often attributes success to the assistance and inspiration provided by key individuals. How can we identify and engage more individuals in this role?

I think it is important to get assistance and inspiration from a variety of individuals. We have a tendency to think that only those who are in positions superior to our own can give us support and inspiration, as well as mentorship. However, it is important to realize that there are individuals that we

come in contact with on a daily basis who can give us assistance and inspiration. At every point throughout the day, it is important to stop and take stock of people who not only can give us inspiration, but also those whom we can encourage and to whom we can give inspiration. The more we do that, the easier it becomes to identify individuals who can be members of our own personal support system.

What types of networks do you use to validate your compass as you embark on ventures that require risk taking?

The networks that I use include peers, colleagues, as well as close friends as I embark on ventures that require risk-taking. Over time I think that you develop a network of diverse individuals with whom you can confide and who can give you honest and frank feedback and advice. It is essential to have individuals who can be that open with you and who can frankly let you know if your compass needs to be reset.

Effective time management is essential for productivity and to prevent burn out. What works for you?

Effective time management is essential for productivity and, more particularly, to prevent burnout. What works for me is carving out periods of time on a monthly basis for renewing my energy level. Vacations with family, and time away from the city in which I reside are wonderfully restorative, but so is taking a long bath with candles burning and crystals in the water.

What is the greatest pleasure you derive from being a leader? What is the most challenging?

The greatest pleasure I think that anyone derives from being a leader is being able to make a difference in the lives of other individuals. At the same time, that is probably the most challenging aspect of leadership. It is essential to keep in mind that any accomplishment that causes significant change in any system also causes some degree of resistance and backlash. So each time we are able to accomplish something that is positive, it is not at all unexpected for some negativity to be attached to it. That, to me, embodies both the pleasure of leadership as well as the challenge.

What books would you recommend on leadership?

One of the books that I have found most helpful is the autobiography of Nelson Mandela. Additionally, there are a variety of books on Eleanor Roosevelt's life that I have found to be particularly significant. I have read probably 50 books on the life and times of Dr. Martin Luther King and those have been, again, extremely significant for me.

Other thoughtful advice you would like to pass along?

The role of ELAM in developing the next generation of women physicians, administrators, and leaders cannot be overstated. I have not only enjoyed my contact with the women of ELAM, but look forward to many years of further contact with such

supportive, remarkable and intelligent individuals.

*Interviewer: Debra A Schwinn, MD
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EDITOR'S CORNER

What an issue! My bias: *SELAM News* is getting better and better, courtesy of your contributions and those of the hardworking Publication Committee. Starting in this issue is Page Morahanis regular column, *Strategic Career Planning: Staying Ahead of the Curve*. Page wrote, "With all the turmoil in our field, I want to put out tips for staying ahead of the curve in the whole area of career planning. It is the only way not to get blindsided when there are mergers, de-mergers, and whole new paradigms for teaching or clinical service, etc., that are impacting us. Having been through the roller coaster myself, I am passionate about ELUMs being proactive and prepared for impending changes!" Which reminds me of Victor Hugo's statement: "Man's greatest actions are performed in minor struggles. Life, misfortune, isolation, abandonment and poverty are battlefields which have their heroes ñ obscure heroes who are at times greater than illustrious heroes." Of course, in his time (and ours?) they used masculine terms like the "editorial we", but I see "managed care" as a battlefield where we SELAM and ELUM folks are among the heroes.

For obsessive-compulsive types, you've already noted that this issue is January, not December. Not a typo. Our issues will now be published January, May, and

September, still three per year, but the reality of publishing a December issue so soon after September *and* during the holidays caught up with us. So Vol. 2, No. 3 becomes Vol. 3, No. 1. It is the biggest issue yet, so let's say they merged. And I remain sane. Sort of.

Another change: I'm transforming Letters to the Editor to Editor's Corner. This gives me more opportunity to publish information that doesn't fit elsewhere. And editorialize.

Finally, in the next issue we'll be publishing *Real-Life Dilemmas* in a modified format. When one of my trusty reporters contacts you to analyze and advise given a scenario, please respond. We can all learn from each other's triumphs and battles.

This newsletter is *yours*, so contact me anytime you have ideas, news, or a real-life situation that you're willing to share, anonymously or otherwise. Just look at each issue's contributions ñ we are a wealth of knowledge and support to each other!

I echo Eleanor Roosevelt's New Year greeting, I wish for those I love this New Year an opportunity to earn sufficient, to have that which they need for their own and to give that which they desire to others, to bring into the lives of those about them some measure of joy, to know the satisfaction of work well done, of recreation earned and therefore savored, to end the year a little wiser, a little kinder, and therefore a little happier.â

Kris Lohr

NOTABLE

1667 -- Margaret Cavendish, Duchess of Newcastle - nicknamed Mad Madge because of her scientific writings - becomes a member of the Royal Society. No other woman was admitted to the Royal Society until 1945!

Submitted by Page Morahan from Women Who Do Too Much Calendar

I am enjoying being Vice President of our Royal College of Physicians and pleased that at least a woman is doing it. I am only the second woman to do it in the 500 years of college history!

*Carol M Black, MD, FRCP
Director, Department of Rheumatology, Royal Free Hospital, London*

Ruth Kirschstein, MD, became Acting Director, NIH, 1/1/00. She was Deputy Director of NIH since 11/93, and former Director of the National Institute of General Medical Sciences since 9/74. Yvonne Maddox, PhD, was appointed Acting Deputy Director of NIH. She was Deputy Director of the National Institute of Child Health and Human Development and Acting Director of NICHD's National Center for Medical Rehabilitation since 1993.

AAMC Washington Highlights
Wanda Wigfall-Williams, PhD, is the first American and the first woman to be named a Tip O'Neill Fellow in Peace Studies. President Bill Clinton inaugurated this program in 11/95. Funded by American Ireland Funds, this program is located within INCORE (Initiative on Conflict Resolution & Ethnicity) on the Magee College Campus of the

University of Ulster, Londonderry, Northern Ireland. Wanda holds a doctoral degree in psychology and a Masters degree in conflict analysis and resolution. She is pursuing her doctorate in conflict analysis and resolution from the Institute for Conflict Analysis and Resolution at George Mason University.

*Submitted by her proud friend
Kris Lohr*

The 1999 data on applicants and matriculants to medical schools are in ñ women made up 46 percent of this year's entering class. A historic high! In fact, no fewer than 40 US medical schools now have more women than men in their first-year classes ñ last year, only 21 schools did. Years of effort by pioneering women physicians, who have paved the way for today's applicants, are finally paying off. I want to pay special tribute to the hard work of the physicians and staff members who founded, and spearheaded the development of, the AAMC's Women in Medicine program.

Jordan Cohen

Continental Airlines Capt. Deborah McCoy compares her career to untangling a iwad of coat hangers. ãListen, that's messed up over there. Would you mind taking that on, too?â In September 1999, the 44-year-old DC10 pilot became the airline's senior vice president of flight operations, supervising 5,200 pilots and 8,700 flight attendants. The position makes her the highest-ranking woman in America's airline industry. She was hired by Continental in 1978 and became the airline's first female pilot the next year. McCoy, who still

serves as a pilot once a month, said inspiring young girls is the greatest reward of her new job. On a recent trip, a man and his daughter asked to visit the cockpit. "He came up and introduced me to his little girl, and said, 'I just wanted her to see that she can do this job because you're here.' I just love stuff like that."

Chris Fletcher, Associated Press

[It seems that British boys no longer dream of joining the choir at one of Britain's famous cathedrals. British girls, in contrast, do.] "Moves to introduce girls pose an incalculable threat to the tradition," the Campaign for the Defence of the Traditional Cathedral Choir manifesto asserts. "What has taken hundreds of years to perfect is in danger of disappearing within a generation. On that day, we shall have achieved the equality we so desperately sought, for we shall be at one in mourning the loss of this pearl of great price." "It is certainly true that the boy choir is one of the jewels of British worship," said Andrew Parnell, assistant master of music at St. Albans and director of the girl choir. "But when you hear our girl choir, you know that that sound, too, is a thing of great beauty. What we have to do now is preserve the wonderful opportunity of worship through song for both genders."

*TR Reid, The Washington Post
12/26/99*

QUOTABLE

If your feet are firmly planted on the ground, you haven't leapt high enough to take risks. If you haven't

had a career failure, you're not trying hard enough.

*Wendy J Wolf, MD, MPH
Senior Policy Fellow
HRSA and Agency for Health Care
Policy and Research*

Our struggle today is not to have a female Einstein get appointed as an assistant professor. It is for a woman schlemiel to get as quickly promoted as a male schlemiel.

Bella Abzug

Power is the ability to do good things for others.

Brooke Astor

I praise loudly; I blame softly.

Catherine the Second

Nothing in life is to be feared. It is only to be understood.

Marie Curie

ISSUES IN THE WORKPLACE

REENTRY AFTER ELAM

The Deansí Forum on Emerging Issues is the highlight of the ELAM program. It provides the crucial bridge between the ELAM experience, the Fellow, the Dean, and the transition back to the home institution. Attention to the success of the re-entry process enhances the likelihood that the fellow and the institution will benefit from their investment of time and money. This article will review our individual perspectives on the Deansí Forum and the transition back to our home institution.

The Fellow's Perspective

The 1999 Deansí Forum used a computer simulation to examine the impact of teaching, research, managed care penetration, quality of patient care and customer satisfaction on an institution's financial stability. In many cases, as was true for us, the Fellow and the Dean had not had much previous contact. The simulation served as an "ice breaker" and helped us get to know each other.

Lessons learned:

- Finances are extremely complicated and influenced by outside forces
- Attempts to improve cost-savings at the expense of mission may actually hurt the bottom line
- For academic health centers, costs and revenues are largely out of our control
- Even when intelligent decisions are made, costs still rise, and payers still attempt to decrease reimbursement, thereby the crunch.
- The program was fun, and provided opportunities for competition among the "teams".

Discussions related to maintaining the academic mission in these difficult financial times gave each of us an opportunity to share ideas, and to learn how each of us approached problem solving. Having the Dean attend the Forum brought the quality of the ELAM program and the commitment of the fellows into focus. This was a critical aid in initiating a commitment to the success of the re-entry process.

The second, and probably more important role of the Deansí Forum, was the program on mentoring. The Deansí separate program on mentoring and Deansí breakfast were the kick off for individual conversations about personal goals. That conversation was one of the most important parts of ELAM for me. Yet I approached it with some trepidation. Conversations about career goals are seldom had, and usually they are more comfortable in a relationship that has had some time to mature. The lunchtime conversation about re-entry required risk and trust.

The new relationship, once initiated, had to be nurtured in order to make re-entry successful. For me, this meant creating ongoing value in a relationship that had mutual benefit. As my regular responsibilities did not bring me into contact with the Dean, together we found areas of shared interest that would allow me to continue to develop new skills and create visibility in new circles. In order to facilitate the success of re-entry, I focused on continued personal growth and bringing elements of ELAM back to the University of Washington. These included:

Personal:

- Contemplation of my own strengths, weaknesses, and career goals -- attempting to discover the best fit
- Continued outside reading
- Adjusting to others' reactions to my experience and changes in their perceptions of my identity
- Meeting with the Dean, Division Head, and

Department Chair to engage their support in my evolution

- Committing to ongoing training
- Recognizing the need for increased visibility of my accomplishments

Bringing ELAM home:

- Established a book club for women. Books from the ELAM reading list are being reviewed with the hope that junior women will feel less isolated and have an opportunity to discuss career development.
- Establishing regular meetings with the three other ELAM fellows to discuss personal goals and paths to reach them
- Developing a presentation to the Medical School Executive Committee about ELAM
- Developing an in-house leadership forum.

The Dean's Perspective

I believe that the preparation of future leadership in academic medicine requires us to address two critical areas: the development of management skills in aspiring leaders, and the promotion of diversity in the candidate pool. Physicians by nature and training are not natural managers. As classically trained scientists, with our traditional emphasis on decisions made within the doctor-patient relationship, we seldom develop (or incorporate into our approach to issues) the delegation or social scientist skills of the team-oriented manager, not to mention basic knowledge of financial or human resource management. Likewise, though the

numbers of women and under-represented minorities continue to rise in both academic medicine and community-based practice, specific emphasis on the development of diversity in future leadership needs our close attention. ELAM offers the opportunity to further both components of future academic leadership.

The Deansí Forum provides a powerful classroom setting into which a variety of lesson objectives can be introduced. We wrestled with a financial model representing the complexity of financial interactions that exist between the various facets of our academic mission. This allowed for interpersonal interaction between the Dean and the Fellow, and exercise of skills and knowledge directed toward a common problem. The outcome for me was some greater knowledge of the content area. But, perhaps most importantly, the outcome was the development with the Fellow of lines of communication, familiarity with style, trust and the self-confidence between us to commit to a position or direction on issues, even in light of doubt and ambiguity. This exercise proved to be a natural warm-up for our discussion after lunch regarding personal direction and guidance.

It has been my experience that as a Dean, I seldom have the opportunity to become directly involved in individual faculty career planning. Learning more about the Fellow's personal background, plans and goals was a privilege and brought back for me two lessons that I had learned

earlier in my career. First, the true teacher defends his pupils against his own personal influence while inspiring self-trust. It is easy to allow one's own values to dictate what is right or seems like the correct thing to do, while losing sight of the central mission of being a sounding board to others. Our interaction helped renew this task that I had always enjoyed in the past.

The second lesson learned was, "To teach is to learn twice." I gained a great deal personally by listening to the differing views and opinions of another. The program on mentoring allowed the Dean and Fellow greater familiarity with one another. It provided me the opportunity to gain greater insight into her career trajectory and potential organizational fit upon her return to the University of Washington.

Lessons learned:

One returns from the Deans' Forum with many thoughts and the enthusiasm created by a positive (and stimulating) experience. My time spent had been favorable. I came home impressed with the potential of ELAM to offer a means of addressing both managerial skill acquisition and strengthening of diversity of the leadership pool. To further this potential, I have:

- Discussed information regarding ELAM with departmental chairs and promoted identification of future candidates across departments.
- Engaged Fellows in problems and projects at home that will allow

greater institutional exposure and experience consistent with their interests and stated career goals.

- Encouraged continuation of individual managerial training by providing information and resources to the Fellow to do so.

To have its greatest effect, there must be a place to land at the home institution when the Fellow completes ELAM, and the opportunity to nurture the seeds of mentoring between the Dean and Fellow that were begun at the Deans' Forum. Overall, ELAM has begun contributing to the process of leadership development among women faculty at the University of Washington. We began the process by having our first four Fellows share their experiences with other faculty members who are unable to devote the time and effort required to participate in the national program.

I am confident that further support of this initiative will continue to contribute benefits towards the future development of a diverse and competent leadership in academic medicine.

Closing

The ultimate success of the ELAM program rests with the success of the re-entry process. Together, we have tried to bring the ELAM experience "home", to foster the continued growth of the Fellows, and to benefit the institution. This has required a conscious commitment, one we have both enjoyed.

Christine K Abrass, MD

*Director, Immunonephrology
Professor of Medicine
University of Washington SOM
ELAM Fellow, Class of 1998-1999*

*John B. Coombs, MD
TJ Phillips Professor of Family Medicine, Associate Vice President for Medical Affairs, Clinical Systems and Networks, and Associate Dean for Regional Affairs and Rural Health*

It is a fine thing to have ability, but the ability to discover ability in others is the true test.

Elbert Hubbard

**THE FIRST 90 DAYS:
LESSONS FROM
A NEW MANAGER**

I was so excited! I was just finishing my ELAM fellowship, I felt like I had learned bunches, and I had this amazing group of cheerleaders at my back. My Department Chairman was promoting me to a vice-Chair position, and my Division Director was clearly in my corner, encouraging me as the new Associate Director of the Division. I was fired up. I was making plans. I was ready.

I had hardly had the chance to sit down at my new desk, though, when my Division Director suddenly announced he's leaving. And they want *me* to be the Interim Director. The Boss. Promoted from within. An interim position. During a time when the institution is undergoing financial restructuring (you know what that's a euphemism for). Whooee, as we say in Texas, felt like a twister done blown through the house and rearranged the furniture.

So I sat down and thought about it. I talked to my boss. I talked to my friends and colleagues. I talked to my mentor. The first thing I learned was to ask the right questions:

— *Should I take this job?* This is an important one and not necessarily obvious. What's in it for me, professionally and personally? Think broadly, e.g., this would be a chance to see if I liked the role of manager; this would be a challenge to me personally. Think concretely, e.g., this would be a chance to try out a new management skill; this would be an opportunity to try out a new stress coping skill. But remember there is a downside. Being a manager is all consuming, especially early. Your research, your national contacts will suffer. And they are what got you promoted in the first place, and are what will get you your next promotion. Plan for that if you take the job.

Don't be afraid to say "no" if the job isn't right for you at this time in your career. It is better to have walked away than to accept a position that harms you personally or professionally.

— *What are the land mines?* What is the up close and personal management style of your new boss, and how do you fit with it? What are the advantages and disadvantages of being promoted from within? You will discover that understanding the management

style of your new supervisor and experiencing it are two different things. You might also discover that former colleagues are more willing than you think in accepting you as their new supervisor.

A corollary is, "What is the baggage you bring, personally and professionally, to the job? What is the baggage you inherit from the outgoing person? Can you overcome these?" Be brutally honest in this appraisal. If you aren't, you will have a difficult time and may doom yourself to failure. On the other hand, even if you don't take this job, the new viewpoint may help you sow the seeds of change -- seeds that will make you a better person and a better employee. That can only help you.

— *What does this job mean?* Make sure you understand what is being asked of you. What are the boundaries and limits? What are the expectations? What will determine if you are successful? When will you be evaluated and by whom? I suggest that you give yourself at least six months before you seek feedback from your supervisor. It should take that long to stumble at least once and pick yourself back up. Also in defining the parameters for success, have your own. They won't necessarily be the same as your boss's. Include personal as well as professional goals.

For me, I needed to understand what "interim" meant. The usual expectation for this role is one of a caretaker and not a builder. However, even your supervisor may not be cognizant of this. This should be clear when you negotiate with her/him. And set an endpoint. Don't let "interim" become "indefinite". Setting limits allows you to negotiate for further conditions of your position -- the authority to build and the resources to do it, the recognition of you as a candidate for the permanent position, salary increases.

If you are a candidate for the permanent position, then you need to think about the future and what it would take to make it happen. Be realistic. What's your supervisor's vision of the future? What direction is your institution headed in? For example, my institution was going through financial restructuring. This was not a research growth opportunity, and the clinical enterprise would be especially important over the next few years. Any strategy I developed would need to include these constraints.

- *Who would be my mentor?* With my mentor leaving, it was very important for me to choose another one. I also recognized that I would need support people as well. These are two different things. The former may tell you things that you don't want to hear, especially if they are honest. Support folk tell you that you are wonderful and, even more

importantly, they let you vent. Be selective whom you talk to. Don't get too much advice; it's confusing, and you look indecisive. Choose carefully and BE DISCREET.

I was lucky in answering these questions. I had good advice. I was also lucky in being in a unique position. My outgoing boss would be staying on for three to four months while I made the transition. I got a chance to try out a job. I got to do it while my old boss was still around to ask questions of. For me, this was an opportunity too good to pass up, so I took it.

Every day since, I have learned something new about myself or about the job. The first thing I learned, and it really surprised me, was that 90% of my job is performing psychotherapy for my supervisees. If there is a way for them to get their feelings hurt, they will. If it can be misunderstood, it will be misunderstood. It is always about them, and they aren't interested in how what they do affects you. Now this isn't to be mean, and lord knows I sure saw myself in every conference and meeting I had, but it is energy- and time-consuming. And absolutely necessary. Don't fight it; work with it. Become ego-less. But do set limits. You should not take abuse, and sometimes they need to be told to buck up.

The second thing I learned is that your employees think they know the big picture. But they don't, and you can't explain it to them. A paradigm shifts as you move into management, a different point of view that you really can't explain

to someone else. They have to live it. Like trying to explain to a first year student what it really means to be a physician. Explain what you think they can get and move on.

The third thing I learned is that there are new issues with a new supervisor. Figuring out important from unimportant takes some time. But if you don't, you will be consumed with being a manager and not have any time for anything else, like furthering your career. Understanding what you would be facing, understanding the players and their motives, before you step in and actually living it are two different things. Cognitively you think you are prepared, but being in the situation and feeling it can bring unexpected dimensions to the situation. Especially emotional ones. That's okay. Recognize and deal with them.

For instance, I thought I understood the management style of my new boss. Everything from hangnails to heart attacks has the same priority to him. I thought I was prepared to deal with this, had a plan, etc. But I wasn't. It was very difficult to figure out what was truly important, and there were few clues. The constant bombardment and the inability to tell important from unimportant had me frazzled and frustrated. Eventually, I think I have figured it out, but it took a full six months.

The fourth thing I learned was to be careful how you process it behind closed doors, do it carefully with a select few. Women have a tendency to vent and talk aloud their feelings and ideas. Unfortunately this is still a

male world, and they see this as dithering and being out of control. Your employees see it as being unable to cope, and it scares them. Always look cool even if you are seething or confused.

However, the most important thing to do is set realistic goals and a time frame for accomplishing them. This will help you determine if you are successful or not. For me, keeping the division together and its members' morale up during divisional, departmental and institutional changes was key -- and a lot to accomplish in six months. It has helped immeasurably to remember this when I am down or in doubt. Gives me some reality testing.

As you can probably tell, I am way past the first 90 days and have agreed to another six-month trial as Interim Director. This was just the first round of things I learned. I continue to learn something new almost everyday. And that is the exciting part for me. I get to do and become something new.

The next step for me is to figure out if I want to be a Division Director. And if I do, do I want to be one here? And if not here, where and when?

And if I don't want to be a Division Director, what do I want to be?

*Alice J Speer, MD
Associate Professor and Interim
Director, Medicine, UT Galveston
ELAM Fellow, Class of 1997-98*

MORE QUOTABLES

You must do the thing you think you can not do.

Eleanor Roosevelt

Let me listen to me and not to them.

Gertrude Stein

Everything is written on the body. Your experience stains your body like color dyes a canvas.

Anne Truitt, abstract sculptor

Too much of a good thing is wonderful.

Mae West

If you asked me what I came into this world to do, I will tell you: I came to live out loud.

Emile Zola

The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.

Marcel Proust

Alice sent these. My favorite Mae West is, 'I used to be Snow White but I drifted.'

KML

Fortuneteller: 'I see sad news. You are given more responsibilities at work.'
Shoe: 'Well, as long as I'd be getting a raise.'
Fortuneteller: 'Stand by. I'm getting a bad news update.'

Jeff MacNelly

DIVERSITY IN THE POWER ELITE

The academic leadership program of our National Women's Health Center of Excellence sponsored a speaker's luncheon in September 1999. Featured speaker was Dr. Richard L. Zweigenhaft from Guilford College in Greensboro, NC. Dr. Zweigenhaft presented a

seminar to 60 women faculty on 'Women in the Power Elite'. His seminar was based on research in his book *Diversity in the Power Elite: Have Women and Minorities Reached the Top?*, co-authored with G. William Domhoff [Yale University Press, hardcover c. 1998, \$30; paperback c. 1999, \$14]. In his seminar and book, Dr. Zweigenhaft presented fascinating data about the poor history of the numbers of women attaining positions in the political and corporate power elite, and the characteristics of those who have made it to the top. Indeed, women who have attained top leadership positions within the political or corporate environments often occupy important but essentially powerless positions. For example, within the US President's Cabinet there is a rank ordering of cabinet positions and a differentiation into inner and outer cabinets. The inner cabinet includes Secretaries of State, Defense and Treasury, and the Attorney General. These individuals serve in a counseling role to the President. Not until Bill Clinton has a woman been appointed to any of these positions (Janet Reno and Madeline Albright). The remaining 14 women who have held cabinet positions occupied positions within the outer cabinet. These outer positions generally deal with domestic policy issues and are only advocates to the President, e.g., Secretary of Labor, or Health, Education and Welfare.

Similarly, in the corporate world few women have achieved positions as executive vice presidents, CEOs, or board members of top corporations. Instead, women are promoted into

positions that constitute 'buffer zones', i.e., positions that interface between those who control the corporations and the labor force or the general public (e.g., public relations positions). Only 2.4% of the top corporate positions (chair, president, CFO, executive vice president or CEO) of the 6400 positions in the corporate elite are held by women.

As dismal as the numbers of women holding positions within the power elite may be, the characteristics of those who have made it to this level are quite fascinating. Women who have attained leadership positions of power have primarily come from socio-economically secure families (i.e., upper class) in which the parents were well-educated, were likely to attend a prestigious college or university, and have a postgraduate degree (PhD, JD, MD, MBA).

One of the major detriments to women rising to the power elite status is the 'uncertainty quotient', i.e., the comfort level of those already within the power elite to allow entry into their circle by individuals who are different from themselves. A strong emphasis on conformity of behavior and homogeneity in background exists within top leadership circles. A major question is whether women fit the mold of those who sit at the table, i.e., are you like me or not? Anything that makes a woman different is more likely to be a factor at senior levels where acceptability of diversity is at a minimum. Women and minorities are more likely to be accepted into these inner circles only if they do not vary on too many factors from

those already there. These factors include attitudes, values, class background and education. Women who successfully assimilate into the power elite level do so sufficiently to make it into the comfort zone, i.e., the zone in which the uncertainty quotient is reduced to an acceptable level for the individuals already within the power elite circle. However, the climate of the predominately male power elite may be so aversive that few women actually choose to reach these highest levels. Many women decide that the struggle to the top and the competitive, coarse environment once there is not worth the toll on one's own life and values. Although the authors believe that the presence of women strengthens the power elite, it is clear that the path is not open to everyone.

*Mary Lou Voytko, MD
Associate Professor of Pathology
Wake Forest University SOM*

Cartoon by Moir shows two women walking in a city and carrying briefcases: "I'll be convinced we've achieved real equality when the country is run by incompetent women."

Women may be moving up in the business world, but a national study concludes that the glass ceiling is still firmly in place. Women make up just 10 percent of senior managers in Fortune 500 companies, according to a Harvard Business Review article published this week.

Commercial Appeal 1/7/00

A Woman's Place Award to Gayle Rose, whose hustle and organizational skills produced a critical outpouring of

women's votes for [Memphis Mayor Willie] Herenton, but who was put in her place when one of Herenton's advisers asked her to be in charge of table decorations for the mayor's Christmas party.

Commercial Appeal 12/99

RELATED MEETINGS

Women's Health 2000 Conference Gathers Top Minds on Issues of Comprehensive Care. January 20-22, 2000, The Radisson Hotel Sacramento, Sacramento, CA. For more information contact: Christine Sanchez, 1-800-487-4325 or 916-974-8661.

84th Annual NAWA Conference on Advancing Women in Higher Education, Learning from the Past to Build the Future, February 23-26, 2000, Swissotel, Boston MA. Visit **Error! Bookmark not defined.** for updated information and online registration.

The Franklin Square Hospital, MedStar, Baltimore MD, is producing Health Woman 2000 - A Morning of CME, March 3, 2000. Call Dr. Jo Ann Rosenfeld, 410-780-2006 or **Error! Bookmark not defined.** for information.

8th Annual Women in Medicine Pathways to Leadership Conference, Living Our Values, presented by the Schools of Medicine at Virginia Commonwealth University, Medical College of Virginia Campus, University of Virginia, and Eastern Virginia Medical School, in collaboration with Medical Society of Virginia and the Richmond Academy of Medicine, Friday, March 3, 2000, The Historic Jefferson Hotel, Richmond VA. Keynote Address: Kathleen Brehony, PhD, Balance, Wisdom, and Compassion: What Women Bring to Medicine. For more information, call VCU OCME, 800-413-2872.

Stanford University Medical School proudly announces a once-in-a-lifetime event, the first ever symposium on the pioneering efforts of women in medicine and the medical sciences, to be held in Fairchild Auditorium at Stanford University, March 10, 2000, 8:00am - 5:00pm. For this unique symposium Stanford has assembled 17 internationally renowned, dynamic speakers. Many of the speakers are themselves pioneers, and all are experts in the history of women in medicine or the medical sciences. The symposium promises to instruct, educate, inspire and provide a unique insight into the history of women in medicine as well as the future they can expect to face. Best of all, attendance is absolutely free. For further information, please contact Linda Cartlidge: Phone 408-286-6011, Fax 408-286-6036, email cartlidge@aol.com

The Virginia Commonwealth University Institute for Women's Health, Department of Internal Medicine, Medical College of Virginia Hospitals, and the VCU Office of CME present Women's Health 2000 - Clinical Insights for the Practitioner, Saturday, April 8, 2000, on the MCV campus of VCU, Richmond VA. For more information, contact the VCU OCME at 800-413-2872, or visit **Error! Bookmark not defined.** school.vcu.edu/cme/calendar.html.

Employee: "Mister Catbert, could you help me see the relevance of my work to the well-being of society?"

Mr. Catbert: "Your shuffling of unimportant documents helps the air circulate."

Employee: "All of my documents are e-mail."

Dilbert by Scott Adams

BOOK REVIEWS

Career Renewal - Tools for Scientists and Technical Professionals. Stephen Rosen & Celia Paul. Academic Press, c. 1997, paperback \$24.95.

This is a superb book for helping individuals through a career transformation process. If you like to complete inventories and see what it tells you about yourself, you'll love their approach. There are also numerous vignettes of scientists (including physicians!) who have made radical career changes, and how they went about it. Some of the most helpful aspects of the book are the templates for preparing resumes, informational interviews, and the like. The authors developed the book from their years of experience in directing the Scientific Career Transition Program that came about from helping highly credentialed émigré scientists and engineers from the former Iron Curtain countries. Highly recommended - one of the few such books that is targeted at our professional milieu.

Page S Morahan, PhD

Ms. Mentor's Impeccable Advice for Women in Academia, Emily Toth, University of Pennsylvania Press, c. 1997, paperback \$16.50.

Emily Toth, PhD, is a Professor of English at Louisiana State University in Baton Rouge. Ms. Mentor's origin is best explained by the opening sentence of the book's Preface: "Ms. Mentor was born in late 1991, when Emily Toth stewed and bubbled with a thwarted desire to change the world of academics for women ñ or at least tell the younger generation Some Sordid Truths".

Dr. Toth's goal in this book is to de-bunk some of the misconceptions or outright lies of the world of academia, and give younger generations of women the real picture, including what it really takes, like it or not, to advance in an academic career. So, enter Ms. Mentor who is impeccably knowledgeable and self-confident, and knows much more than anyone will ever ask.

The book is a seemingly lighthearted collection of real situations, submitted to Ms. Mentor by women in all stages of their careers. It is easy to read, with chapters divided according to the stages of the typical academic career, from graduate school to post-tenure and emeritus status. Each section is short (can be dropped and picked up again without losing the train of thought) and is composed of situations presented in a question and answer format (one of my favorites: "Why do bozos get tenure?"). While most examples come from non-physicians, and clearly some of the rules are different in academic medicine, one can identify with many a scenario. The style is humorous, at times quite cynical, and often clearly intended to stir up controversy. Ms. Mentor does not mince words. If she believes that the writer committed a strategic error, she will not hesitate to say so, freely handing out criticism as well as advice. It can help avoid many a mistake. Ms. Mentor even anticipates where the reader will most likely object to her comments, and offers her reply or explanation up front.

All aspects of life in academia are targeted, from scholarly achievements, to attendance at departmental social functions, to dress code (ELUMs: sound familiar?). This book adds an interesting requirement for tenure to the usual teaching, scholarship and service: for women, a fourth requirement is CHARMÖ some of us are lucky to have made it through the ranks on only the traditional criteria!

In summary, I enjoyed the book a great deal, found it easy to read and entertaining, while uncovering many mysteries of the academic world. Do not be fooled by the humorous style. The message is dead serious and should not be taken lightly - it is tough for women to succeed in the academic environment, and we all need advice and should seek the expertise of senior faculty. While not openly stated (but pretty obvious from the title), the entire book is an implicit endorsement of the need for good mentoring.

This is great reading to take along on a plane but beware - my first copy was borrowed by my travelling companion, never to be seen again!

Roberta E. Sonnino, MD

A Woman's Guide to the Language of Success: Communicating with Confidence and Power by Phyllis Mindell, EdD, Prentice Hall Press, c. 1995, hardcover \$31.50, paperback \$14.95.

A valuable tool to use to learn the "wimpy" words that take away power from a statement. Mindell discussed hundreds of words to build a more powerful

vocabulary. The book is very clearly written and enjoyable to read. Having her run a workshop giving examples at the AAMC meeting was very valuable. Just reading it will strengthen your presentations in speech and in writing.

Carol Rumack, MD

The Female Advantage: Women's Ways of Leadership by Sally Helgesen. Doubleday Books, c. 1995, paperback \$16.95.

Helgesen first published this book in 1990. This update has some wonderful insights added. She focused on the strategies of four successful women including Frances Hesselbein, then National Executive Director of the Girl Scouts, on "The Importance of Voice"; Barbara Grogan, President of Western Industrial Contractors (the first woman president of The Denver Chamber of Commerce in 1992), on "The Structure of Spontaneity"; Nancy Badore, Ford Motor Company, on "Breaking Down Barriers"; and Dorothy Brunson, Brunson Communications, on "The Leader as Transmitter". She brings each woman into clear focus as a person and as a leader. You will understand what she means when she says, "Women can transform the workplace by expressing, not by giving up their personal values".

Carol Rumack, MD

Built to Last: Successful Habits of Visionary Companies by James C. Collins (Boulder, CO) and Jerry I. Porras, Harper Collins Business, c. 1994, hardcover \$26, paperback \$16, audio cassette \$18.

This is a powerful book about outstanding companies over very long periods of time. What has made them continue to be able to reinvent themselves include five key categories: Big Hairy Audacious Goals, Cult-like Cultures, Try a Lot of Stuff and Keep What Works, Homegrown Management, Good Enough Never Is. It is very interesting to compare these companies to ones you know, including the University organizations. When operating at their best (which they don't always do), enduring, great companies do not abandon their core values and high performance standards when doing business in a different culture. 18 months on Business Week's bestseller list and often quoted.

Carol Rumack, MD

Decision Traps: Ten Barriers to Brilliant Decision-Making and How to Overcome Them. By J. Edward Russo and Paul J.H. Schoemaker, Simon and Schuster, c. 1989, paperback \$13.

This is a program to evaluate past decisions, looking for what traps you fell into and planning a better process in the future. Interesting reading. It would be useful to try it out on case models - some of which he gives himself.

Carol Rumack, MD

Editor's Note: Published prices above are list. Discounted prices exist but the sources aren't listed to avoid endorsements.

PREPARING FOR MEDIA PRESENTATIONS

The most critical thing is knowing the level of the audience you are communicating with and being able to relay the information, often with analogies, so they can understand the concept. Choice of words (e.g., sounding professional, yet not dogmatic), and taking their questions and concerns seriously, is vital. On TV, appearance and body language are critical. Research your topic well beforehand and talk to non-medical people whom you know to get a "heads-up" on questions that might be asked. It also helps to try and identify politically or otherwise sensitive material that could be a "land mine".

*Mary Dombovy MD
Senior Vice-President, Integrated
Services, Unity Health Organization,
Rochester NY
ELAM Class of 1996-97*

On a recent visit to Buffalo, I ate lunch with my parents and aunt at Jack Astoris. The servers wear T-shirts bearing quotes:

Ever stop to think and then forget to start again?

Would you like some cheese with your whine?

Absentminded people get more exercise.

I don't suffer from insanity. I enjoy every minute of it.

Kris Lohr

THE FEARLESS FACTOR

Bernadette Grey is Editor-in-Chief of *Working Woman*. In her column entitled GREYmatter in the July/August 1999 issue, she described spending three days in the company of hundreds of the country's most powerful female

entrepreneurs and executives at the 2nd Annual Working Woman 500 Conference. She shared just a few of the traits these business leaders seem to have in common. Many of them you will see yourselves in here.

1. **Optimism.** These women know that they will be successful, even when their families, friends, and closest business advisers have lost faith. They reach for the stars and never, ever give up.
2. **Uniqueness.** Successful people know that the very thing that makes them different also makes them special. They use that individuality to their competitive advantage.
3. **A strong work ethic.** Most of the leading businesswomen I've met didn't graduate from an Ivy League college or at the top of their class. A surprising number don't even have a college degree. But they work harder and more importantly, smarter than their competitors do.
4. **Fearlessness.** OK, nobody is truly fearless, but these women keep their anxieties in check and aren't afraid to fail. Indeed, they know that unless they fail repeatedly they aren't taking enough risks.

It could go on and on, but there is not a whole lot more I can fit in my allotted space. Except one final word: Passion. Need I say more?

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10. SELAM CME meeting rivals the AAMC WIM sessions.
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FOUR LESSONS FOR LIFE

When my oldest son, Joshua, reached 21, I wrote him a letter with 25 lessons for life that I had been taught by my mentors. Those lessons became my book *The Measure of Our Success*. When my youngest son, Ezra, reached 21, I prepared 25 more lessons, four of which are included here:

- ← **DON'T LOOK FOR FAVORS AND COUNT ON EARNING THEM.** Although so much of America is built on whom you know and not what you know, don't rely on whom you know. Those who give can also take away.

← **WATCH OUT FOR SUCCESS AND IT CAN BE MORE DANGEROUS THAN FAILURE.** Don't park on yesterday's accomplishments and think you don't have to keep striving and stay vigilant.

← **DO WHAT YOU SAY, SAY WHAT YOU MEAN AND BE WHAT YOU SEEM.** Do not pretend to be what you are not or let other people define who and what you are. There is too much falsehood and pretense in politics, in business, in the religious community and in the media.

*Marian Wright Edelman
Excerpt: "Be Your Child's Mentor,"
Parade Magazine, 10/24/99*

SAY THE MAGIC WORDS

When you're an unhappy customer, here are three things to say to win a fast and happy resolution.

1. "I'm not upset or angry at you and I am very upset." Acknowledge that you're angry, but try to be as detached and professional as possible. If you become accusatory, you'll just tick that person off, and then you won't get any help from anybody. -- Ellen Phillips, *Shocked, appalled, and Dismayed! How to Write Letters of Complaint That Get Results* (Vintage Books)
2. "What I want from you is..." One of the main reasons that many complaints don't work is that people don't say what they want. Realize that this is a business transaction, a

TOP 10 REASONS TO

negotiation.â So before you even approach them, think of a remedy that makes sense. -- John Bear, *Send This Jerk the Bedbug Letter* (Ten Speed Press)

3. âWhat would you do if you were in my shoes?â âBreak through the other person's shell and make them realize, âHey, I'm talking to a human being!â --John Bear

*Carrie Patton
Working Woman, July/August 1999*

REMEMBER!

- to let us hear about anything you want to share with all.
- to send in your nomination & question for the next SELAM MENTOR.
- to send in book reviews for SELAM news. (You *are* reading in your spare time, aren't you?)
- to write or send in a topic for Issues in the Workplace.
- *Due date for next newsletter is April 21, 2000.*
- to recruit a colleague (or more -- unofficial contest to get the most members!) to join SELAM. Prospective members *do not* have to be ELAMs or ELUMs. Even men can join!
- to nominate a woman for the ELAM Program. Send names to Roz.

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SELAM International is committed to the advancement and promotion of women to executive positions in academic health professions through programs that enhance professional development and provide networking and mentoring opportunities.

Active Members: \$200 initiation fee and \$50 annual dues
Associate Members: \$60 initiation fee and \$40 annual dues

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