

Partners Office for

Women's Careers

at MGH

Office for Women's Careers

Nancy J. Tarbell, MD: *Director*Rebecca Starr, MBA; MSW: *Administrative Director*Brenda I. Vega, *Staff Assistant*

FROM THE DIRECTOR

Dear Colleagues:

We hope you read the contents of these newsletters because they are chock full of information that will help you as you try to advance your career. In this issue, Rebecca highlights:

- K Awards
- How the Clinical Research Program at MGH can help you
- Why some women lose out on good professional opportunities
- Trump's Rules for Success
- Helpful insights about academic promotions

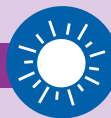
Please let us know if there are any other topics that would be helpful to you.

Sincerely,

Nancy J. Tarbell, MD



MASSACHUSETTS
GENERAL HOSPITAL



SPOTLIGHT ON WOMEN

Margaret Seton, MD, *Assistant Professor, Department of Medicine/Allergy, Immunology & Rheumatology*



Noting that many women who would like to have research careers have a hard time re-entering the research world after taking time off to raise children, Maggie submitted a proposal to the American College of Rheumatology Research and Education Foundation. She proposed that they create a **Re-entry Award for Women**

who want to return to a research career. Working with Rebecca Starr, Administrative Director of the Office for Women's Careers at MGH, Maggie documented the inequities that remain in the workplace for the advancement of women, and proposed a grant that would support the re-entry of women into academic medicine. Not infrequently, a fully trained scientist (clinical or basic) in an academic research career tract is compelled to take time away from her/his academic research career in order to accommodate personal needs relating to child care, parental care, illness or other personal/family needs, or to fulfill military or public health service obligations. Noting that there are "many barriers to the return of these individuals to academic research careers," the ACR/REF sought to encourage these talented individuals to return to academic careers in rheumatology. Dr. Michael Weinblatt, Professor of Medicine, BWH and Dr. Ellen Gravelle, Associate Professor of Medicine, BIDMC lent their full support to the endeavor, making it truly a proposal from all the Harvard campuses. And the ACR Research and Education Foundation responded, approving the **Academic Re-Entry Award** for women, minorities and men to assist fully trained basic and clinical research scientists to reenter research careers in rheumatology after having taken time away from an academic research tract/career. The new \$50,000/year ACR/REF Academic Reentry Award will be available in 2005. Kudos to all!



FEATURE PRESENTATION

What are K Awards and how do they fit in with Academic Advancement?

Dr. Scott Gazelle, who among many other roles works with the MGH Clinical Research Support Office, came to one of our Noontime Learning Series and gave a very informative presentation on what the K awards are and how best to succeed in getting one.

K Awards come from a pool of money at NIH that is specifically set aside to help junior investigators who are likely to go on to become successful independent researchers. These awards are generally targeted to those who have not yet had NIH funding.

The "K" in K Awards stands for Career Development while the "R" in R01's etc. stands for research.

These K awards are transportable between institutions so if you leave, you can take the money with you. However, the money that they give you is for your salary support (about \$75K is the cap). There is no additional money given for the actual research costs. For the first several years of a K award, you cannot supplement your salary with any other NIH funds.

Who is right for these awards?

- Anyone who can show that they already have a track record in a specific research topic.
- Must be able to show that all your research fits together and now you are ready to launch.
- Must be able to demonstrate that you are integrated into a great institution doing great research and that you collaborated with people at your institution about this research. Need to develop a network of collaborators.
- Must be willing to spend a minimum of 75 percent of full-time professional effort during the entire award period.

Scott's Top 6 Suggestions for How to Prepare Properly

1. Start with a good idea
2. Make sure you understand the literature about the topic. Know who else is doing this kind of work.
3. Make sure you bounce your idea off of someone (like a mentor). Ask if your idea makes sense to that person.
4. Call the contact at the NIH Institute to discuss issues of eligibility and the specific provisions of this award. Don't be afraid to call. The contact does not determine award selection.
5. Read the directions carefully on the award announcement.
6. Follow the directions precisely: Use what they ask for; font size, content order, and everything else.

For further information about K awards, visit:

<http://grants.nih.gov/training/careerdevelopmentawards.htm>

Terrific resources for MGH clinical investigators can be found at:

Clinical Research Program
55 Fruit Street, LRH-2
Boston, MA 02114

Phone: 617-726-5500

Fax: 617-726-5501

Email: clinicalresearch@mgh.harvard.edu

Visit the intranet site on the web:

<http://crp.partners.org/oncall/ClinicalResearch/crp/crso.asp>

The **Clinical Research Support Office (CRSO)**, under the leadership of Scott Gazelle, MD, MPH, PhD, provides guidance and assistance to clinical investigators at MGH. Some CRSO services include help with:

- Identification of funding sources
- Preparation of grant and industry applications, including:
 - ▲ Budget and/or biostatistical consultation
 - ▲ Investigator-initiated IND's and Data Safety Monitoring Plans (DSMP)
- Patient Recruitment Strategies
- Retaining Study Coordinators (\$37/hour)
- IRB Submissions (\$1200 flat fee)

For further information, please contact:

Jessica Lester, Clinical Research Specialist:
617-726-8761 or jlester1@partners.org

Dr. Scott Gazelle, CRSO Director:
617-726-4047 or scott@mgh-ita.org

Clinical Research onCall is a one-stop shop containing resources for researchers. If you are on a Partners computer, you can go to this website for all sorts of resources and information about conducting research. Clinical Research OnCall is produced by the MGH Clinical Research Program and the Laboratory of Computer Science. Website:

<http://crp.partners.org/oncall/ClinicalResearch/home.asp>

(Hit the refresh button if the webpage does not come on automatically)



AWARDS

2004 Claflin Award Winners Announced

A Review Group of the Subcommittee on Review of Research Proposals (SRRP) considered applications submitted for the 2004 Claflin Distinguished Scholar Awards Program. Each award is for \$30,000 per year direct costs for two years. We are happy to announce that the following applicants were selected for awards:

Irene Georgakoudi, PhD, *Dermatology/Wellman Labs*

“Development of Light Scattering Based In Vivo Flow Cytometry”

Nelly Pitteloud, MD, *Medicine/Reproductive Endocrine*

“Phenotypic Spectrum of Loss-of-Function Mutations in Fibroblast Growth Factor Receptor 1 (FGFR1) in the Human”

Laurence G. Rahme, PhD, *Surgery*

“Study of the Virulence-Associated Pseudomonas Aeruginosa Transcriptional Regulator MvfR”

Cathryn A. Sundback, ScD, *Surgery*

“The Role of Physical and Cellular Cues in an In Vitro Peripheral Nerve Regeneration Model”

Anne N. Thorndike, MD, MPH, *Medicine/General Medicine Unit*

“Treating Tobacco Use in the 21st Century”

Adele C. Viguera, MD, MPH, *Psychiatry*

“Screening for Antenatal Bipolar Disorder Among Pregnant Women Cared for in Obstetrics: Is Bipolar Disorder Associated with Maternal Morbidity and Adverse Neonatal Outcome?”

MGH Women Faculty Members of the “ACADEMY” at HMS

The Academy at Harvard Medical School aims to advance the training of future physicians by supporting the educational activities of our most effective and innovative teachers. Members are outstanding teachers.

(*new members noted)

Meredith August, MD, DMD

Scholar

Assistant Professor of Oral & Maxillofacial Surgery

Barbara Cockrill, MD*

Scholar

Assistant Professor of Medicine

Patricia Donahoe, MD

Distinguished Scholar

Marshall K. Bartlett Professor of Surgery

Stephanie Eisenstat, MD, MPH

Scholar

Assistant Professor of Medicine

Diane Fingold, MD*

Scholar

Assistant Professor of Medicine

E. Tessa Hedley-Whyte, MD, MBBS

Scholar

Professor of Pathology

Julie Ingelfinger, MD*

Scholar

Professor of Pediatrics

Barbara Ogur, MD

Scholar

*Assistant Professor of Medicine
Cambridge Hospital*

Susan Pauker, MD

ex officio Scholar

Associate Clinical Professor of Pediatrics

Ann-Marie Thomas, MD

Scholar

Instructor in Physical Medicine and Rehabilitation

Spaulding Rehabilitation Hospital

Katharine Treadway, MD

Scholar

Assistant Professor of Medicine

Debra Weinstein, MD*

Scholar

Assistant Professor of Medicine

Shirley Wray, MBChB, PhD*

Scholar

Professor of Neurology

Anna Yoo, MD

Associate

Clinical Fellow in Psychiatry

*new members AY04



RESOURCE FILE

CAREER/WORK-LIFE

HMS Promotion Office

Mary Clark, PhD, Associate Dean for Faculty Affairs at HMS is available to meet with faculty at the MGH site for one morning per month. She can meet with you to talk about your academic careers, CVs, and the Harvard Medical School promotion process.

May 20
July 15

June 17
August 19

To schedule an hour appointment, please call our office at 617-724-5229.

HMS Promotion Criteria in Writing

<http://www.hms.harvard.edu/fa/handbook/purplebook>

CV help

For help with HMS F.I.R.S.T. program (your CV on the web), call Lance Kiarsis at HMS 617-432-3136

Harvard Ombuds Office

The Ombudsperson, Linda Wilcox, is an impartial complaint handler who strives to see that people are treated fairly and equitably at HMS, HSDM, and HSPH. The Ombudsperson will provide you with a safe forum to voice your concerns, evaluate your situation, organize your thoughts, assess your feelings, and decide what is important and relevant to your specific circumstance. Such issues as Sexual Harassment, Racism and other discrimination, Scientific/Professional Misconduct, Intellectual Property, Ethics, Personality Conflicts, and Fear of Retaliation are safely discussed. The Ombudsperson will be at MGH to meet with you on the following dates:

May 18

June 15

To schedule an appointment, please call Linda Wilcox directly at 617-432-4040.

Employee Assistance Program at MGH

617-726-6976

The EAP is a workplace-based consultation, short term counseling, information and referral program for employees of MGH. The EAP has helped thousands of employees put their problems in perspective and get the help they needed to be happy and productive. All EAP services are strictly confidential and free-of-charge. If you have a difficult situation that is causing stress at work or at home, or affects your personal health and happiness, you may wish to contact the EAP. EAP consultants have graduate level training in

a variety of mental health disciplines. The EAP also presents a variety of work-life focused workshops for hospital employees.

Harvard Medical Center Office of Work and Family

www.hms.harvard.edu/hr/owf.html

617-432-1615

Offers childcare resources, elder care information and referral, lunchtime seminars on issues of concern to parents with children of all ages as well as those caring for aging relatives, who are attempting to balance work and family life.

Professional Staff Benefits Office at MGH/MGPO

<http://is.partners.org/mgpoonline/physicianbenefits/index.htm>

This office's charge is to develop and administer a high quality and cost effective employee benefits program specific to the interests and needs of 2000 employed Professional Staff and 1500 Residents and Fellows. Programs under active management include health and welfare benefits, pension benefits, deferred compensation plans and professional liability (malpractice) insurance.

For assistance call or visit the Professional Staff Benefits Office located at: Massachusetts General Hospital, Bulfinch Building, Suite 126
Phone: 617-726-9267; Fax: 617-726-2252

CHILD CARE

Website for information on Child Care at MGH:
<http://www.massgeneral.org/childcareservices>.
To request information, please call Sheryl Lauber Weden at 617-724-9751

MGH Backup Child Care Center, Warren Lobby

Info: 617-724-7100

- Monday through Friday, 7 am to 6 pm
- Designed for toddler, pre-school, and school age children
- Intended to assist employees of MGH and Partners, as well as patients, when their primary care falls through or when school is closed.

Parents in a Pinch

www.parentsinapinch.com

An employee benefit that offers back-up child care for emergencies. This compliments the service already in place for employees

in the Warren Lobby, which is called the MGH Backup Childcare Center.

- Childcare is available 24 hours/day, 7 days/week in your home.
- Cost is \$10 per hour for one child, \$1 per hour more for each additional child.

Call Parents in a Pinch directly at 617-739-5437 to request childcare. Be sure to identify yourself as an employee of Mass General Hospital and provide your MGH Employee ID number.

MGH Children's Center, Captains Quarters, CNY

Info: 617-726-5437

- First priority for Partners HealthCare System employees
- 6 weeks to 5 years old open 6:15 am to 5:45 pm Monday through Friday – 65 kids/day. There is a waiting list.

The Children's Quarters at the MGH Institute of Health Professions at CNY

Info: 617-726-6010

- Priority to Partners employees and the Charlestown community
- Full time/Part time daycare for Preschool and Kindergarten children ages 2.9 to 6 years old
- Open 6:15 am to 5:45 pm, Monday - Friday
- 49 available slots

WEBSITES

Financial

Social Security Online For Women
<http://www.ssa.gov/women>

MomMD@

“The leading online community for women in medicine. Women at all stages of their medical career can find information and resources to balance and enrich their professional and personal life. Connect with other women across the world.”
<http://www.mommd.com/>

NIH Achieving Xcellence - Advancing Women in Science

<http://www4.od.nih.gov/axxs/default.htm>

Research

<http://mghra.partners.org/>
<http://crnet.mgh.harvard.edu/home/home.asp>
<http://grants1.nih.gov/grants/oer.htm>
<http://www.aamc.org/>
<http://www.hms.harvard.edu/fa/facfel.html>



OF NOTE

1 CV help

Have all of the information for your CV but don't know how to put it together? Don't have the time to put it in the HMS format?

The OWC Staff Assistant, Brenda I. Vega, has many years experience working with HMS formatted CVs and she recently learned how to use the new F.I.R.S.T. program established by HMS. She can compile your information and input it into the F.I.R.S.T. program for you in their proper categories. Before you know it, you will have a completely formatted CV by HMS standards before your eyes. She can be hired for *after work* hours for \$25/hr. Brenda can be reached at bvega@partners.org

2 Non-Native English Speakers

Our office has received inquiries about the availability of editors to help with English writing on grant proposals and manuscripts. We found this wonderful resource for you:

Dr. Arline Golden is President and founder of Goldenwords Management Communications. Since 1980, she has created and conducted presentation, writing, and communication skills training; coached individuals and teams on key presentations; and designed manuals, visuals, marketing materials, and video programs for high-tech, biomedical, insurance, telecommunications, health care, manufacturing and finance organizations nationwide.

Writing and editing services

She will provide writing and editing services for technical, scientific, and medical documents, including abstracts, papers, protocols, guidelines, orientations, grants and grant evaluations.

Arline Golden, PhD, President
Goldenwords Management Communications
146 Norwood Avenue
Newton, MA 02460
617-965-3393
email: arlinegolden@comcast.net

3 Hospitals and Medical Schools help Country's Economy

Medical schools and teaching hospitals had a combined economic impact of over \$326 billion and employed one out of every 54 wage earners in the United States labor force during 2002. A new study, "The Economic Impact of Medical College and Teaching Hospital Members of the Association of American Medical Colleges," measures the financial contributions of the association's member institutions

to the regions in which they are located and to the nation as a whole.

Among the report's findings:

- AAMC medical schools and teaching hospitals are major employers in their home states, accounting for 2.7 million jobs directly or indirectly in 2002.
- They helped generate a total of \$14.7 billion in state government revenues.
- They generate \$14 billion in out-of-state medical visitor related revenue.

The complete report is available through the AAMC Publications Department at <http://www.aamc.org/publications>

4 NIH launches student site to explore careers in science, medicine

The National Institutes of Health (NIH), Office of Science Education has launched a new Web site, "LifeWorks," which explores more than 100 careers in the health and medical sciences. The site is designed as a resource for middle school and high school students, parents, educators, and school guidance/career counselors to explore the diversity of careers in the field. According to the U.S. Department of Labor, health and medical science jobs are expected to be among the fastest growing jobs in the nation over the next 10 years.

For information, go to:

<http://science.education.nih.gov/LifeWorks>



UTILIZE OUR LENDING LIBRARY FOR WOMEN FACULTY!

A list of all the books we have available is on our website at www.massgeneral.org/womenscareers.

Books may be borrowed for up to a month at a time.

You may check out the books through Brenda I. Vega (OWC Staff Assistant) at Bulfinch 360 anytime between 8:30 and 5 pm.

Donald Trump's 7 Rules of Success

1. You have to be born with enough brainpower.
2. Once you have that, you have to love what you're doing. I've never seen anyone succeed who didn't love what they were doing.
3. You cannot stop. If there is a concrete wall in front of you, you have to go through it. You can never, ever give up or even think of giving up.
4. Confidence is a very important thing. But confidence isn't something you just develop by saying, "I'm going to do this or that." You really have to believe it.
5. I love pitting people against each other. My whole life is based on that. It brings out the best in people and the worst in people. If the worst comes out, you don't want them working for you.
6. You have to remain cool under fire and let criticism roll off you. Good leaders can handle conflict easily and bad ones are eaten up by it.
7. You must work well with others and be loyal to your team. Disloyalty is the worst of all traits. I seldom use the word "You're fired!" in business, unless somebody is really scum and stole from me.

Taken from Newsweek March 1, 2004

OWC Sponsors its Annual Luncheon for Departmental "Academic Coordinators"

We call the people in each hospital department who are responsible for the day-to-day processing of paperwork relative to academic appointments "Academic Coordinators." We honor them each year with a lovely luncheon in appreciation of all of their efforts. They work diligently to make certain that all faculty appointments are kept up-to-date and accurate and we depend on their good work to make sure we receive accurate data about the faculty here at MGH.

On February 24th, we had a lovely luncheon in the Sweet Conference Room with good food, raffle prizes, and an opportunity to meet representatives from Harvard Medical School and have a brief training on software they work with.

Many of the Academic Coordinators attended including:

Florence Cordovano
Anesthesia

Gerry Brown
Medicine

Marty Conant
Molecular Biology

Natalya Webb
Molecular Biology

Jennifer Hancock
Oral and Maxillofacial Surgery

Helen Garcia
Orthopedics

Diane Sheehan
Orthopedics

Karen Graham
Pathology

Anne Collins
Pathology

Barbara Shepard
Pediatrics

Jeanne Ryan
Psychiatry

Jennifer Covino
Psychiatry

Doreen McNally
Radiology

Maryanne Walls
Surgery

Cheryl Reif
Surgery

Cindy Murphy
Urology

Why Women Professionals Miss Great Opportunities

by Carol Hymowitz, from *The Wall Street Journal Online*

From kindergarten through graduate school, studies show that girls outperform boys in grades, admissions and even extracurricular activities. Hard work is the driving force, as girls read and spend far more time on homework than boys.

But the very traits that propel them to the head of the class – diligence, organization, a keen ability to follow instructions and to discern what teachers want – aren't enough to catapult them up the corporate ladder, and may even be holding them back.

When it comes to landing a corner office or executive title, what counts a lot more than conscientiousness is daring, assertiveness and the ability to promote oneself – all qualities men more typically demonstrate.

Men and women business-school graduates seem to start out on equal footing, landing roughly the same number of line and staff corporate jobs across industries. But three decades after they entered the business world in droves, women still aren't climbing nearly as fast or as high as their male counterparts.

A recent study of women in corporate leadership by Catalyst, a New York research organization, found that women accounted for only 15.7 percent of corporate-officer positions and 5.2 percent of top earners at Fortune 500 companies in 2002. Even more telling, the vast majority of women in top jobs are in staff rather than line positions, which rarely lead to the very top. Women hold only 9.9 percent of line corporate-officer jobs – where they would be overseeing a business that earns money for their company – compared with 90.1 percent for men.

Researchers and female executives cite a variety of reasons for this meager showing: male executives' reluctance to mentor women, women's exclusion from informal networks, a hesitancy to consider women for the toughest posts, and women's own struggle to balance careers and families – sometimes leading them to settle for less-demanding roles at work.

But a big factor holding women back is their good-girl, or good-student, behavior. “Women will work themselves to death in the belief that if they do more and more, that will get them ahead, when it isn't so,” says Terri Dial, former vice chairman of Wells Fargo, and president and CEO of its Wells Fargo Bank. “They think, ‘If I do the work, my bosses will see it and reward me.’”

That may never happen. Even Ms. Dial, now an adviser to companies, admits that as a senior executive she took advantage of her female subordinates' willingness to be grinds. “Good girls don't advertise, only prostitutes advertise,” she says. “We feel dirty promoting ourselves.” As a result, women are still

getting stuck in the middle, shut out of “the club at the top.”

Lisa Jacobson, CEO of Inspirica, a New York high-school and college tutoring company, agrees that women often don't ask for what they deserve. In the 20 years since she founded her company, none of the female lawyers, graphic designers, public-relations experts, accountants or others she has interviewed to do work for Inspirica has ever quoted her as high a fee as their male counterparts. “The women almost always seem to say, ‘I'm \$125 an hour, but for you I'd charge \$75, when the guy just says flatly that he charges \$350,’” she adds.

Women must learn to negotiate artfully, says Carol Schreiber, a New Haven, Conn., executive coach. She cites the case of a woman executive at a large multinational who became perturbed when a male colleague who hadn't performed any better suddenly got a promotion. Instead of rushing in to complain to

her boss when emotions were high, she spent several months building a case for herself, says Ms. Schreiber.

When the woman finally approached her boss, “she documented her accomplishments and talked about why she deserved a promotion and more pay” – and got both, Ms. Schreiber adds.

To make changes, women need mentors and to be careful to seek a workplace culture that recognizes and rewards their talents. At Pitney Bowes, Stamford, Conn., the largest provider of corporate-mail services, about 24 percent of the top 300 to 350 employees are female. More than a decade ago, then-CEO George Harvey noticed that female sales employees were getting far better results than the male ones.

“He visited sales offices and found that the only people there at night were women, many of them former teachers,” says Johnna G. Torson, senior vice president and chief human-resources officer. “So he began insisting on hiring more women ... and also insisting on a level playing field, figuring he would not only get better performance from women but create competition in men and raise their performance level, too.”

He tried to ensure the men and women on his staff got equal treatment and pay. Today, Pitney Bowes has a “critical mass” of women in management, which has changed the work culture. “I never go to a meeting where there isn't another woman,” says Ms. Torson.

But grooming more women for top line jobs remains a challenge. “There is still an invisible reluctance among men to trust women with the lifeblood of the company,” she says, “and some women themselves have backed away from these jobs, which are tough and risky.”

“When it comes to landing a corner office or executive title, what counts a lot more than conscientiousness is daring, assertiveness and the ability to promote oneself ...”

EDITOR
Rebecca Starr

Please send your input, ideas,
suggestions and comments to the editor at
rstarr@partners.org

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OWC WEBSITE: <http://www.massgeneral.org/womenscareers/>

SPRING 2003/04

Office for Women's Careers at MGH - *A Resource for Women Faculty*



GET THE FACTS

about promotions

Myth: You have to be promoted on the Investigator Track to be considered serious

Over many years Harvard Medical School has been changing the promotion criteria in order to emphasize teaching and clinical scholarship. At the current time, there are two primary criteria for promotion.

First is the **Clinician-Teacher** criteria for those clinicians and teachers who are, or have the potential to be, among the very best practitioners, who bring a scholarly approach to the practice of medicine, and who are dedicated to the transmission of their clinical knowledge, attitudes, and skills to others. Second is the **Investigator** criteria which are based on basic scientific research and publications.

The reason that these different criteria were created was

to make sure that both the basic scientists and the clinicians were appropriately rewarded for their contributions. Nowhere has it been stated or ever implied that one set of criteria is better than another.

The data, in fact, reveal that since 1998 the number of faculty with MD degrees being promoted as **Clinician-Teachers** has increased dramatically. More than half of all promotions of MD's are now done by the **Clinician-Teacher** criteria!

Promotions to Assistant Professor as Clinician-Teachers	Promotions to Associate Professor as Clinician-Teachers	Promotions to Professor as Clinician-Teachers
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1998 - 43%	1998 - 37%	2000 - 48%
2002 - 54%	2002 - 57%	2002 - 45%

Source: Harvard Medical School Office of Faculty Affairs

Have you changed your mailing address?

If so, please remove the mailing label from this newsletter, cross out the old address, write in the new one and send it to:

Brenda I. Vega, *Staff Assistant*
Office for Women's Careers
Bulfinch 360



WAM COMMITTEE MEMBERS

Women in Academic Medicine Committee at MGH

Jane D. Clafin	Anne Klibanski, MD	Peggy Slasman
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