

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:

There are many opportunities for professional development to advance your career. Please read the descriptions of some of these programs within this newsletter. We hope you note the Resource File at the back of every newsletter.

Wishing you a happy holiday season.

Sincerely,

Nancy J. Tarbell, MD

Call for Applications

Call for Applications for the 2005 Claflin Distinguished Scholar Awards sponsored by The Office for Women's Careers and the Executive Committee on Research of the Massachusetts General Hospital

Although women scientists are recruited to Massachusetts General Hospital programs, their advancement to senior faculty positions is still far less frequent than that of their male counterparts. In 1993, The Women in Academic Medicine Committee, originally chaired by Mrs. R. Morton Claflin, Honorary Trustee, was established to facilitate the academic careers of women in science at MGH. Recognizing that a significant obstacle to career advancement is the difficulty of maintaining research productivity during the child-rearing years, this Committee, with the sponsorship of ECOR, established the Claflin Distinguished Scholar Awards. The purpose of the Claflin Distinguished Scholar Award is to provide bridge funding for junior faculty to sustain research productivity during the child-rearing years. In 1998, the newly formed MGH Office for Women's Careers assumed the responsibility for administering these awards, with the support of ECOR.

It is intended that this transitional funding will increase opportunities for women to advance to senior positions in academic medicine.

Eligibility

- MD, PhD, or equivalent advanced degree; candidate must be within 7 years of first faculty appointment at the time the award is initiated
- Academic appointment at the level of instructor or assistant professor at Harvard Medical School
- Primary appointment at the Massachusetts General Hospital
- Current recipients of the HMS 50th Anniversary Scholar Award are not eligible
- Evidence of strong research training, productivity, and a well-defined focus in either basic or clinical research
- Submission of a project description on which the applicant is clearly the principal investigator, whose academic progress would benefit from such funding support
- Responsible for care of children

Awards

Awards will be for two years, with a maximum of \$30,000 in direct costs per year. Award funds may be used for support of a technician, postdoctoral fellow or graduate student as well as for supplies. Award funds cannot be used for support of the investigator's salary, except with the specific approval of ECOR.

(Continued on Page 5)



MASSACHUSETTS
GENERAL HOSPITAL



Five potential pitfalls for junior faculty at academic health centers

by R. Kevin Grigsby, DSW

Are you at any early stage in your career? Does the ticking of the tenure and promotion clock seem to get louder with each passing week? Maybe you have started thinking about what you need to do to “climb the ladder” of academic promotion. If this sounds familiar, then this article may be helpful to you.

As a faculty affairs dean, I am responsible for the oversight of the academic appointment, promotion, and tenure process in the College of Medicine at my university. Every year, junior faculty members – those persons who have just received their first academic appointment – join the ranks of our faculty. Typically, this enthusiastic bunch is quickly assimilated into the organization’s rank and file without much fanfare.

My position as faculty affairs dean allows me to serve as a “participant observer”; I can observe these individuals as they move through the promotion (and tenure, if applicable) process. Based on what I have learned from my own experience and in observing what happens to others in the promotion process, I have identified some common pitfalls of the junior faculty member. In the worst cases, these pitfalls may account for a failure in the award of tenure. In less dire circumstances, delays in promotion may result.

No one warned me about these pitfalls during my junior years – but someone should have! I hope I can help you by alerting you to the lurking dangers.

The pitfalls are:

- 1) Too much service effort.
- 2) Diffusion and confusion.
- 3) Lack of mentoring or guidance.
- 4) Exploitation by other faculty members.
- 5) Lack of discipline and perseverance.

demonstrate that you are a “team player” and committed to the department and institutional missions. Too many service obligations can interfere with establishing a trajectory toward the successful award of tenure and/or promotion, particularly for women and minority group members.

Junior faculty members who invest a small portion of effort in service until they are awarded tenure or promoted seem to have fewer problems with demonstrating their value to the institution.

Pitfall 2: Diffusion and Confusion

The early stages of an academic career can be a dizzying experience. Arrival on an unfamiliar campus, a lack of understanding of the campus culture, and a teaching load that far surpasses anything experienced as a teaching assistant (TA) can leave a junior faculty member with both feet planted

firmly in the air. Typically, junior faculty members have only a rudimentary understanding of what is expected of them: teaching, research, and everything else. It seems logical that assisting junior faculty members with establishing the foundation upon which to build a career would be a core function of any medical school faculty affairs office. Without guidance of some sort, the typical junior faculty member hasn’t a clue as to what is or isn’t a priority. Page Morahan, Jennifer

“Based on what I have learned from my own experience and in observing what happens to others in the promotion process, I have identified some common pitfalls of the junior faculty member. In the worst cases, these pitfalls may account for a failure in the award of tenure. In less dire circumstances, delays in promotion may result.”

Pitfall 1: Too Much Service Effort

To a newly arriving faculty member, it can feel like quite an honor to be nominated to serve on an important committee. On the other hand, committee work is likely to require many more hours than you will spend in the actual committee meeting. As an assistant professor, some service effort is important, as you want to

Gold, and Janet Bickel argue that “while a consensus is emerging about the functions of a faculty affairs office, no school has a comprehensive faculty development system.” The tyranny of the urgent” sets priorities on a day-to-day basis while a “conspiracy of interruptions” ensures that the junior faculty member delays establishing a clear plan for the future. This is manifested in a promotion dossier that is hit or miss – evidence of trying to do anything and everything simultaneously without any clear focus or target. “I’m working so hard but I am not getting anything done” is a common complaint of the person in this situation. Part of the solution is to establish a clear plan shortly after arrival. Finding a mentor has a number of advantages, not the least of which is helping the junior faculty member to develop a plan for the future. From an institutional perspective, developing a plan for the future improves the chances that the junior faculty member will build on a firm foundation and achieve success.

Pitfall 3: Lack of Mentoring or Guidance

Mentoring and guidance are important in the development of careers in academic medicine. This appears to be especially true for women and underrepresented minorities, who often have a difficult time identifying mentors. Ideally, institutions should have a system for identifying and linking mentors and protégés. However, it is likely that junior faculty members will need to find mentors on their own. Ideally, mentors assist junior faculty members with moving away from the “tyranny of the urgent” and toward a plan that will support the personal and professional growth of the junior member. However, the mentor-protégé relationship is complex. Multiple mentors may be needed to span the diversity of job demands where guidance is needed.

Junior faculty should understand that no senior faculty member is likely to ask: “May I be your mentor?” In fact, some senior faculty members may approach the junior person with an agenda that is not in the junior faculty member’s best interest.

Pitfall 4: Exploitation by Other Faculty

I wish I could report that all other faculty members are kindly mentors who take pride in assisting their junior colleagues in becoming successful. This may not be the case, however. An invitation to assume the role of co-investigator on a grant can be very flattering and a healthy step in the right direction. On the other hand, being saddled with all of the “grunt work” associated with a project is far from flattering and is likely to steal valuable time and effort from accomplishing what one needs in order to be successfully promoted and/or tenured. Accepting additional responsibilities always comes at some cost. Therefore, it is wise to be very specific. Draft a Memorandum of Understanding that clearly states your role, your expectations, and the commitment you are making. You should state your understanding of the role of the other party, what you understand as being expected of you, and your understanding of the commitment being made to you. Both parties should initial the document to indicate agreement and each party should retain a copy. The aphorism that “good fences make good neighbors” is very applicable as the document may prevent misunderstanding in the future. The process of constructing a Memorandum of Understanding is valuable in and of itself. It will give you a good “feel” for the potential working relationship. In fact, it may lead you to say, “No thanks.”

Pitfall 5: Lack of Discipline and Perseverance

Not exercising discipline and perseverance in the pursuit of extramural funding, improved teaching, and development of manuscripts is the downfall of many bright and energetic junior faculty members. The award of extramural funding is important for two reasons. The first reason is that it pays the bills. The second reason, which is often overlooked, is because it validates your research efforts. In other words, some person or persons (peer reviewers, program officers) think enough of your efforts to provide you with financial support. Junior faculty should not expect success with the first submission of a grant application. Likewise, it is atypical for a new faculty member to receive superior teaching evaluation scores the first time he or she offers a lecture or course. It’s no different concerning the development of a manuscript. It may require several iterations before it is publishable. Don’t give up! Junior faculty members should develop the discipline to remain focused on a project until success is achieved. Receiving a low priority score or a rejection letter is demoralizing – but it isn’t the end of the world. Learning to use these experiences to produce better scholarship is in the best interest of the individual, the profession, and science. The combination of good mentoring and discipline can be very effective in helping to you move beyond what feels like rejection.

I am certain that other pitfalls exist for junior faculty members. The five pitfalls listed may not be the most daunting. From my perspective, they seem to be the most common. I hope that learning about these pitfalls will help you to avoid them.



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.

December 14

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 Kiaris 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:

December 16

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 – 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 **Lieberman to Head Faculty Affairs at Harvard Medical School**

Ellice Lieberman, HMS professor of obstetrics, gynecology and reproductive biology at Brigham and Women's Hospital, has been appointed dean for faculty affairs, effective Jan. 1, 2005. She succeeds Eleanor Shore, who has served at HMS since 1978.



Lieberman has been a member of the Faculty of Medicine at HMS since 1986. In 1996, she was appointed director of the Center for Perinatal Research at BWH and professor in the Department of Society,

Human Development, and Health at HSPH. Her research focuses on issues related to the management of labor among low-risk women with term pregnancies. She is also an active teacher and mentor to medical students, fellows, and junior faculty.

Lieberman's office will provide direction for the promotions and appointments process and leadership of the professional development efforts for faculty at HMS.

"Ellice Lieberman brings an extraordinary background as an investigator and an educator, along with a keen understanding of issues in faculty development, to her important post in the dean's office," said Raphael Dolin, dean for academic and clinical programs. "We look forward to the leadership she will provide to address the many activities for which the Office of Faculty Affairs is responsible."

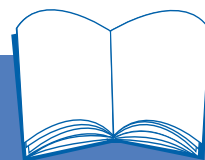
(Photo by Richard Chase)

2 **Supplemental NIH grants for individuals reentering research careers after time off for family**

A number of NIH Institutes and Centers, along with the Office of Research on Women's Health, announced a continuing program for "administrative supplements to research grants to support individuals with high potential to reenter an active research career after taking time off to care for children or attend to other family responsibilities ... This program will provide administrative supplements to existing NIH research grants for the purpose of supporting full-time or part-time research by these individuals in a program geared to bring their existing research skills and knowledge up to date. It is anticipated that at the completion of the supplement, the reentry scientist will be in a position to apply for a career development (K) award, a research award, or some other form of independent research support." The notice is available at <http://grants.nih.gov/grants/guide/pa-files/PA-04-126.html>.

3 **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 complete 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.



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 9 am and 5 pm.

— Call for applications

(Continued from page 1)

Proposal Submission and Review

Applications following the application format should be submitted to Research Management, Grants and Contracts Office, 50 Staniford Street, 10th Floor, by **4 pm, February 3, 2005**. Proposals will be evaluated and ranked for funding priority by the Subcommittee on Review of Research Proposals (SRRP), whose recommendations will be submitted to the Executive Committee on Research (ECOR) for final approval.

Applications from both basic and clinical research investigators will be considered by the Subcommittee on Review of Research Proposals (SRRP). All applicants will be notified of the results of the review process by mail following approval by the Executive Committee on Research.

For More Information

Contact: Caren Briggs at 617.724.2722

Children vs. Tenure

Being married and having children really does hurt women's chances of success in academic science and engineering, confirms a new report issued by the National Science Foundation earlier this month. The report, which is based on a statistical analysis of data from a nationwide sample of doctoral recipients, also suggests that female scientists and engineers who delay having children are more successful in their academic careers than those who start their families early.

The analysis offers the most compelling evidence to date that the pressures of marriage and childrearing affect women more adversely than they affect men, which could be a significant reason behind gender disparities in academic science and engineering disciplines. At successive milestones on the academic career path – from finding a tenure-track position to receiving tenure to getting promoted – women lag further and further behind men in terms of their chances of success. For instance, the analysis shows that women are 14 percent less likely than men to be full professors 14 to 15 years after earning their PhDs. About half of this difference is attributed to being married and having children early.

“Having young children later in their careers is positively related to women's chances of earning tenure,” the report says, citing this as indirect evidence that women who do not have children early in their careers have a better shot at receiving tenure.

Jerome Bentley, a labor economist at Rider University in Lawrenceville, New Jersey, and the lead author of the report, says the findings underscore the importance of allowing more time before tenure reviews to help profs juggle family and career. Many universities across the country already have such policies, which grant faculty members a 1-year tenure extension to cope with childbirth, child care, or other family responsibilities.

But even where such policies are in place, many women are afraid to ask for an extension because of the competitive nature of the tenure process, says Joan Girgus, a Princeton psychologist who led a study on gender disparities among faculty members at her university. “Some people think additional time on the tenure clock provides an unfair advantage,” says Girgus. “Thus, assistant professors often don't feel confident that a tenure extension for childbirth or adoption will be looked on favorably.”

<http://sciencenow.sciencemag.org/cgi/content/full/2004/621/2>

Leadership Development Opportunities for faculty in academic health centers

Harvard Macy Institute

(June 12-17, 2005)

The program is designed for leaders with major responsibilities for health care education across various disciplines, especially those leaders who will introduce or manage significant organizational change or innovation in their institutions. The curriculum is designed to assist you in developing your own strategies for leading change within a rapidly evolving health care system. Using classic management studies and case studies, you'll analyze the interlocking elements of change strategies and develop guiding principles drawn from organizational research in order to:

- Assess an institution's structure, processes, culture and readiness for change
- Define and balance educational and other institutional missions
- Identify leadership styles that foster systemic educational innovation
- Negotiate and build coalitions
- Design strategic and operational plans
- Obtain and allocate resources
- Implement professional development programs for faculty
- Manage conflict and resistance to change
- Continue recalibrating vision and mission to maintain momentum and quality

Applications must be submitted by January 21, 2005. For more information visit: www.harvardmacy.org

AAMC's Professional Development Seminar for Mid-Career Faculty Women in Medicine

(July 9 - 12, 2005, Landsdowne, VA), held in the summer, is designed for administrative position such as section or department head. Seminar objectives:

- To provide participants with insights into the realities of gaining a senior administrative position in academic medicine;
- To assist attendees in developing key skill and knowledge areas related to academic and organizational leadership; and
- To give attendees opportunities to expand their network of colleagues and their vision of their own potential.

For more information contact:

Registration: Audrey Saunders,
asaunders@aamc.org - (202) 828-0417

Program Content: Valarie Clark,
vclark@aamc.org - (202) 828-0586



SPOTLIGHT ON WOMEN

Dianne M. Finkelstein, PhD, MGH Biostatistics has been promoted to Full Professor. She is now the second woman full professor in the Department of Medicine at MGH. As Director of Biostatistics for the MGH Cancer Center, Dr. Finkelstein has played an integral role in the rapid development of the academic performance of the Center.

Celina Garza Mankey, HMS Instructor in Medicine at MGH, has been appointed assistant dean for student affairs and assistant director for the Office of Recruitment and Multicultural Affairs at HMS. She will also serve as vice chair of the intersociety multicultural fellows committee. In her new role, she will work with students and their organizations by serving as a faculty advisor. Mankey will also assist in the implementation of programs aimed at recruitment and retention of students of color within the Harvard Medical community.

Helen Shih, MD, Radiation Oncology has been selected as the recipient of the first AAWR Research and Education Foundation Member-in-Training Award for an outstanding ASTRO presentation for her paper entitled, "Mapping of nodal disease in locally advanced prostate cancer: rethinking the clinical target volume for pelvic node radiation based on vascular rather than bony anatomy."

P. Ellen Grant, MD, Division Head, Pediatric Radiology

The Department of Radiology is delighted to announce the appointment of P. Ellen Grant, MD, as Division Head, Pediatric Radiology.

Dr. Grant joined the Massachusetts General Hospital staff several years ago from her previous position on the faculty of the University of California, San Francisco. Her area of subspecialization is Neuroradiology and her research activities have focused on the development and application of new magnetic resonance imaging and optical imaging methods to questions of importance in the pediatric population.

Annekathryn "AK" Goodman, MD, of the Vincent Obstetrics and Gynecology Service was one of four recipients who was presented with the Brian A. McGovern, MD, Award for Clinical Excellence. This is the first time in MGH's history that an award has been given to physicians for clinical excellence.

Stephanie Seminara, MD, of the Reproductive Endocrine Unit recently received the 2003 Presidential Early Career Award for Scientists and Engineers at the White House Eisenhower Executive office Building. Seminara was one of 57 researchers in the country to receive this award. This award is the nation's highest honor for professionals at the outset of their independent research careers.

For clinical investigators

AAMC forms new task force on clinical research

Responding to concerns that young physicians are becoming reluctant to enter, and are having difficulty sustaining, clinical research careers, the AAMC has convened a new Task Force on Clinical Research to help its member institutions better deal with the challenges they face in their efforts to recruit and retain clinical researchers. The Task Force will attempt to identify new models of clinical research organization, infrastructure and funding that will result in more nurturing environments for research and training that will strengthen clinical research programs in medical schools and teaching hospitals.

Steven G. Gabbe, MD, dean of the Vanderbilt University School of Medicine, has been appointed to chair the group,

and Dennis C. Brimhall, president and chief executive officer of University of Colorado Hospitals will co-chair. The Task Force will hold its first meeting in early 2005. For more information, please contact either of the chairs.

The American Society for Clinical Investigation – ASCI – honoring the physician-scientist

The American Society for Clinical Investigation (ASCI), established in 1908, is one of the nation's oldest and most respected medical honor societies. The ASCI comprises more than 2,700 physician-scientists from all medical specialties, who were elected to the Society because of their outstanding records of scholarly achievement in

biomedical research. The ASCI represents active physician-scientists who are at the bedside, at the research bench, and at the blackboard. Many of its senior members are widely recognized leaders in academic medicine.

The ASCI is dedicated to the advancement of research that extends our understanding and improves the treatment of human diseases, and members are committed to mentoring future generations of physician-scientists. The ASCI considers the nominations of several hundred physician-scientists from the United States and abroad each year and elects up to 80 new members each year for their significant research accomplishments. Because members must 45 years of age or younger at the time of their election, membership reflects accomplishments by its members
(Continued on Page 8)

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/>

WINTER 2004/2005

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

— For clinical investigators

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relatively early in their careers.

The ASCI publishes the *Journal of Clinical Investigation*, a peer-reviewed biomedical research journal that, since its online version debuted in 1996, has been freely accessible by all readers, without restriction of any kind. The JCI has a 2003 Impact Factor of 14.307.

Nominations for 2005 membership Membership to the ASCI is by election only. Nominations of candidates for 2005 membership will be accepted from September 13, 2004, through December 10, 2004. Proposers of candidates must be Active, Foreign Associate, Senior, or Honorary members in good standing.

Contact information

The American Society for Clinical Investigation

35 Research Drive, Suite 300
Ann Arbor, MI 48103

Phone: 734-222-6050

Fax: 734-222-6058

E-mail: asci@the-jci.org

The ASCI/AAP Joint Meeting

The American Society for Clinical Investigation and the Association of American Physicians are pleased to invite you to the 2005 ASCI/AAP Joint Meeting, April 15-17, 2005, at the Fairmont Hotel in Chicago, Illinois.

For more information, visit:
<http://www.asci-jci.org/>

Save the date!
Partners Physicians Day
2005

Saturday, February 12,
2005 at the Marriott
Copley Place Hotel

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

Stephen Calderwood, MD	Anne Klibanski, MD	Eleanor Shore, MD
Jane D. Clafin,	Ron S. Newbower, PhD	Peggy Slasman
Honorary Trustee	Britain Nicholson, MD	Rebecca Starr, MSW, MBA
Jean Elrick, MD	Elena Olson, JD	Nancy J. Tarbell, MD
Anne Fishel, PhD	John Parrish, MD	Dorothy Terrell, BA
Amy Fontanella, MBA	Nancy Rigotti, MD	Erin Tracy, MD, MPH
Judy Friend	Jerold F. Rosenbaum, MD	Debra Weinstein, MD
Tayyaba Hasan, PhD	Joan A. Sapis, EdM, MBA	Wendy Caroline West, PhD
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