

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*



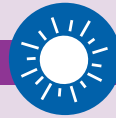
### FROM THE DIRECTOR

Dear Colleagues:

Please join us at our Eighth Annual Reception to Honor Women Faculty on June 22. We are particularly pleased to celebrate the promotion of four women to full professor (*see page 5 within*). Join us in extending them hearty congratulations.

Sincerely,

Nancy J. Tarbell, MD



### SPOTLIGHT ON WOMEN



Beverly M.K. Biller, MD, Associate Professor of Medicine, Neuroendocrine Unit, was chosen to receive the American College of Endocrinology 2005 Distinction in Clinical Endocrinology Award.

*(Continued on Page 7)*

*"We have known for decades that the best way for ... the world to thrive is to ensure that its women have the freedom, power, and knowledge to make decisions affecting their own lives and those of their families and communities."*

*- Kofi Annan, Secretary-General, United Nations*



### MARK YOUR CALENDAR

**Save the date!**

Annual Reception to  
 Honor Women Faculty  
 Wednesday, June 22  
 4:30 - 6 pm  
 Wellman

Due to your requests we made the reception a little later in the day to accommodate your schedules and well after the June deadline for grant submissions!



MASSACHUSETTS  
 GENERAL HOSPITAL



## Five Ways Women Make Better Leaders

by Jo Miller, Women's Leadership Coach

**A**s a young recruiting consultant in Australia, my first job was working for a female boss. She took any criticism, even constructive criticism, as a personal attack on her position of power, and would wait weeks before launching a counter-attack on an unsuspecting subordinate. The experience was so unsettling it almost discouraged me from wanting to become a manager, and made me think twice before accepting the next job working for a woman. My former boss, like many women, felt it was necessary to be tough to compete in a man's world.

Given this background, I was somewhat skeptical to learn about the ways that a woman's style of leadership differs from that of a man. It has often been said that women are better with the soft skills of management, like listening and communicating, while men excel at the hard skills such as analysis and decision-making. Conventional wisdom holds that a feminine leadership style would employ empathy rather than aggression, foster team-building instead of competition, and lead by consensus rather than by directing.

In the late '80s and early '90s, management books coached women to break through glass ceilings by acting more like men. Corporate women were advised to wear shoulder pads and use sports and military analogies to "play hardball" and "divide and conquer." But it was never proven that acting like men made women more adept leaders.

In six studies completed in the past decade, researchers in the United States compared the abilities of executive men and women. The methodologies varied widely, and included performance evaluations, questionnaires, observations and peer evaluations. Research confirmed conventional wisdom, that women did indeed excel at many of the soft skills of management.

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Conventional wisdom says that women lead better in these areas:

### 1. Team-Building

Women are good at encouraging participation and facilitating groups. A 1999 study by Lawrence A. Pfaff and Associates in Michigan found that one of the many ways women rated higher than men was in facilitating teamwork, a skill stereotypically feminine.

### 2. Empowering

Women are more likely than men to utilize facilitative leadership, a style that enables and encourages others (Porat, 1991). Facilitative leaders

empower and motivate people rather than lead by reward and punishment.

### 3. Communication

Women working in education were found to use a more open communication style that came from their focus on relationships. As a result, they communicated more frequently than men with their colleagues, stakeholders and subordinates (Connor, 1992). In the business world, open communication encourages feedback and sharing of information and power.

### 4. Consensus-Building

Women are talented collaborators and support contributive, consensual decision-making (Porat, 1991). Team members appreciate knowing their contributions are valued. However, consensus building can have pitfalls for women. An over-reliance on this method of decision-making can make a leader appear indecisive and too dependent upon the opinions of others. A true leader knows when to stop conferring and propose a decision.

### 5. Almost Everything Else

But women's strengths are not limited to these skills alone. Of the six studies, five indicated that female bosses scored higher than men on a majority of leadership skills measured. In the sixth study, men and women ranked evenly.

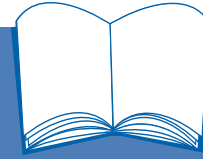
In the study by Lawrence A. Pfaff and Associates of more than 1000 managers in 211 organizations, women outranked men in soft skills such as communication and teamwork, but also in areas not traditionally considered female, such as planning, goal-setting and facilitating change. In areas traditionally considered male, such as decisiveness, women ranked on par with men.

In *Business Week*, Shirley Ross, an industrial psychologist who oversaw a study for Hagberg Consulting Group, was quoted as saying "Women are scoring higher on almost everything we look at."

Evidence has mounted that if you are a woman, then statistically speaking, your natural, authentic leadership style is working just fine. Yet women try to be more like men, while men are unencumbered by such thoughts, and get ahead simply by being themselves. Can you imagine a male chief executive rising to the top job by pretending to

be someone other than who he is? If you are a woman and want to be a better manager, don't try to lead more like a man. Lead like a strong woman, with confidence and backbone.

*Jo Miller is a Women's Leadership Coach who helps managerial and executive women realize their potential as leaders. Visit [www.jomiller.net](http://www.jomiller.net) to attend a free executive briefing teleconference to learn about Jo's coaching programs. Find out if you qualify for a free leadership coaching session!*



### 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](http://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.



## PROFESSIONAL DEVELOPMENT OPPORTUNITIES

### 1 "Opting In: Women's Leadership at Points of Transition"

Women comprise an ever-growing source of managerial and senior executive talent. Yet often women and companies find that career trajectories falter at key transition points.

The best leaders don't wait for their next promotion, but begin preparing for those transitions in advance.

This leadership development experience is designed for women seeking to successfully navigate the critical points of leadership transition.

Suited for women professionals on the move, this program helps you actively manage your career progression and enhances the likelihood of your future success.

**6-Day Program Offered: July 24-29, 2005**

**Fee: \$5,950 (includes program materials, meals, and accommodations)**

**Sponsor: Babson Executive Education (BEE) together with the Babson Center for Women's Leadership**

All Babson programs are held at the award-winning Babson Executive Conference Center in Wellesley, Massachusetts, a state-of-the-art executive conference facility.

To register or request more information visit:  
<http://www3.babson.edu/BEE/programs/women/>

### 2 Leadership and Influence

Successful leaders today know that their capacity for achievement is as much a function of their team's capacity for action as it is a function of their own intelligence and ability.

After this five-day executive development program, you will be able to shape and build commitment to a vision, engage your entire organization by building consensus, encourage others to enthusiastically champion new ideas, and promote shared responsibility for the achievement of common goals.

**5-Day Program Offered: May 23-27, 2005  
October 17-21, 2005**

**Fee: \$4,950 (includes program materials, meals, and accommodations)**

To register or request more information, visit:  
<http://www3.babson.edu/Bee/programs/leadership/>

*"The Leadership and Influence program offered open and direct discussion of my strengths and weaknesses and many opportunities to practice and improve. My abilities increased dramatically in the short period of the program."*

– Brandon Bachman, Design Engineer Manager, Intel Corp.



## RESOURCE FILE

### CAREER ADVANCEMENT

**Dr. Mary Clark:**

**Consultant on Promotions**

MGH has hired Dr. Mary Clark (retired Associate Dean for Faculty Affairs at HMS) as a consultant to help faculty with their career advancement. She will be on-site every Tuesday to meet individually with faculty to discuss academic career planning, CV preparation, and the HMS promotions process. To make an appointment, please call 4-5229 or email [bvega@partners.org](mailto:bvega@partners.org)

**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 Steven Wimberg at HMS 617-432-1173

**HMS Formatted CV's:**

The OWC Staff Assistant, Brenda I. Vega, has 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](mailto:bvega@partners.org)

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

### BENEFITS

**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](http://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

### WEBSITES

**The Women's Bureau of the  
U.S Department of Labor**  
[www.dol.gov/wb](http://www.dol.gov/wb)

To promote the well being of wage-earning women, improve their working conditions, increase their efficiency, and advance their

opportunities for profitable employment. The Women's Bureau promotes 21st Century solutions to improve the status of working women and their families.

**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/oe.htm>  
<http://www.aamc.org/>  
<http://www.hms.harvard.edu/fa/facfel.html>

### 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](http://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.

*(Continued on Page 12)*



## OF NOTE

## 1 *Four women recently promoted as Professors*

This now brings up the number of women professors at MGH to 25!

### 1. Mary Jane Ferraro, Pathology

Ferraro is the director of the Clinical Microbiology Laboratory at MGH. She is an expert in the evaluation and standardization of laboratory methods for detection of clinically relevant antimicrobial resistance. She has served as chair of the Clinical and Laboratory Standards Institute (CLSI, formerly NCCLS) Subcommittee on Antimicrobial Susceptibility Testing and is currently the chair of the CLSI Area Committee on Microbiology. In her current roles, she spearheads a major effort to develop international methods and standardization of susceptibility testing.

### 2. Dianne Madelyn Finkelstein, Medicine

Dr. Finkelstein's research is focused on the development of statistical methodology for analyzing failure time data that arise in Cancer and Acquired Immune Deficiency Syndrome (AIDS) epidemiological studies and clinical trials. She has developed methods for analyzing the failure time distributions from interval censored data. Such interval censored data arise in screening studies, where the failure time is not known exactly, but rather is only known to lie in an interval which is of different length for each individual. Dr. Finkelstein's research has also focused on the development of methods for analyzing longitudinal and survival outcomes, and on animal carcinogenicity experiments. Dr. Finkelstein earned her PhD in Biostatistics from the University of Michigan in 1981, and has been a member of the Biostatistics Center at MGH since 1986. She is the director of Biostatistics at the MGH Cancer Center. In addition, she is the PI for the Statistical Coordinating Center for the Cancer Genetics Network, an NCI sponsored project to support research into the genetic basis of cancer susceptibility.



### 3. Jeannie T. Lee, Genetics and Pathology

Jeannie T. Lee is Professor of Genetics at Harvard Medical School, and is jointly appointed as Professor of Pathology and Molecular Biology at the Massachusetts General Hospital. She is also an Investigator of the Howard Hughes Medical Institute. With degrees in molecular biology and medicine (AB, Harvard; MD-PhD, University of Pennsylvania), Lee has particular interests in the biology and evolution of sex chromosomes. She has focused on

how X-chromosome inactivation works at the molecular level and how this process is linked to genomic imprinting of autosomes and to X-Y chromosome evolution. These interests have taken her laboratory through the mazes of noncoding RNAs, antisense genes, chromatin structure, and life's big transition from gamete to embryo.

### 4. Nina Tolkoff-Rubin, Medicine

After completing the internal residency program and renal fellowship at the MGH, Dr. Tolkoff Rubin joined the staff of the Renal Division in 1972. She is Director of the Hemodialysis and CAPD Units as well as Medical Director of Renal Transplantation. Dr. Rubin has helped define new approaches to the treatment of UTI in healthy young women as well as renal transplant recipients. She has delineated the epidemiology of CMV in dialysis patients and has developed effective antiCMV therapies for transplant recipients. Much of this work has been done in association with her favorite collaborator – her husband Dr. Robert H. Rubin. Her recent work has focused on the role of humoral antibody in the pathogenesis of acute and chronic rejection of the renal allograft. She continues to be part of the Transplant Team working on new tolerance protocols.



## 2 *Maureen Connelly, MD, MPH,*

has been appointed to the position of Assistant Dean for Faculty Affairs at the Harvard Medical School.

Dr. Connelly is currently appointed as Assistant Professor in the Department of Ambulatory Care and Prevention. She received her BA degree from Yale University in 1982, her MD degree from Cornell University Medical College in 1989 and an MPH degree from Harvard School of Public Health in 1995. Dr. Connelly did her residency training in internal medicine at New York Hospital, served as chief resident at Memorial Sloan-Kettering Cancer Center, and completed a General Internal Medicine Fellowship at Brigham and Women's Hospital.

As Assistant Dean for Faculty Affairs, Dr. Connelly will participate in management of the promotions process, including advising faculty about issues related to promotion. HMS is confident that Dr. Connelly will maintain and enhance the traditions of excellence and service to the HMS faculty established by her predecessor, Dr. Mary Clark, who retired after 25 years of exemplary service to HMS.



## ***OWC Webpage gets a lot of hits!***

The MGH's Webtrends automatically tracks every MGH website on a monthly basis. Our OWC website ([www.massgeneral.org/womenscareers](http://www.massgeneral.org/womenscareers)) got 2300 visits in February alone! Since 2003 when the website tracking began, the number of visits has increased by 53 percent and the number of unique visitors has more than doubled.

The most popular web page on our website is the Resources page, with Research Funding and Events coming in second. Make sure to visit our popular and well-utilized website.

## ***Mentoring workshop at MGH***

Over 20 women faculty and MGH employees came to hear the panel presentation on Mentoring: Best Practices that was co-sponsored by the Office for Women's Careers and the Joint Committee on the Status of Women from HMS/HSDM. While the panelists, which included Dr. David Bor, Dr. Joan Reede, and Regina Corry, addressed some of the accepted beliefs of what mentoring is and what the responsibilities of a mentor and mentee are, it was their personal observations about the people who served as their own mentors in their own life that touched the crowd. Some issues discussed were the mentor's need to help individuals sort out what their personal values are and how those values need to be acknowledged in the goal setting process. For two of the panelists, the importance of service and activism was a value that was passed down from their grandparents to them and informs their career choices to this day. For another panelist it was the powerful value of "try to do your best and surround yourself by above average people" that provides the framework for much of her work life. For all of them it was not one mentor, but many mentors, throughout their careers, that helped them to articulate their dreams and then realize them.

## ***Annual luncheon held for Academic Coordinators***

An Italian themed luncheon greeted the thirty-two academic coordinators who attended the annual luncheon, held in the Sweet Room on March 21, 2005. In addition to good food and shmoozing, the academic coordinators were given a presentation by Rebecca Starr about various initiatives of the Office for Women's Careers, the importance of data to the office and how valuable the academic coordinators are to OWC. In addition, Rebecca outlined the set of new policies recently approved by ECOR and the GEC regarding Research Fellows at MGH. The new Assistant Dean for Faculty Affairs at the Harvard Medical School, Dr. Maureen Connelly, was introduced and a discussion ensued about how to make the promotions process less ambiguous and easier to navigate. The vast majority of hospital departments were represented at this luncheon by the academic coordinators in their departments and an important sharing of information and observations took place.

## ***Upcoming:***

### **Noontime Learning Series Workshop on Effective Writing**

Monday, May 9, 2005

*Making the "write" point: A first-aid kit for medical and scientific writers*

Do your abstracts, articles, case reports and grant proposals effectively communicate your message? Are you uncertain about questions of grammar and punctuation? Using real-life scientific/medical examples and handouts on style and usage, this workshop provides both native and foreign-born speakers of English with tips and techniques to make your writing more professional, clear and concise.

Arline Golden, PhD, is President of Goldenwords, a consulting firm that coaches medical and scientific professionals on writing and presentation skills. She provides workshops for Harvard Medical School and Brigham and Women's Hospital and edits draft journal articles for researchers and physicians. Dr. Golden has served as a publishing company editor, a tenured English professor at SUNY, Buffalo, and a faculty member of the Sloan School of Management at MIT.

Location: Burr Conference Rooms 5 & 6,  
Bartlett Hall, 3rd floor

Time: 12 noon - 2 pm

Two CME credits can be earned for this workshop.

*Goldenwords Management Communications also offers individual writing and editing services for technical, scientific and medical documents. Contact 617-965-3393 to set up appointments.*



## SPOTLIGHT ON WOMEN

(Continued from Page 1)

Bertha Kalifon Madras, Professor of Psychobiology in the Department of Psychiatry, received a Public Service award from NIDA-NIH, only the second one given in 25 years. Madras was honored for her pioneering science education programs including exhibits she developed for the Boston Museum of Science.



The University of Massachusetts Boston presented WAM Committee member **Jean R. Elrick, MD**, Senior Vice President of Administration and Assistant Clinical Professor of Anesthesia and Critical Care, with the Chancellor's Exemplary Leadership Award at the April 20, 2005 "Building One Community" gala to benefit student scholarships.

Dr. Elrick received her medical degree from Harvard Medical School and continues her clinical practice at MGH. Dr. Elrick is a former vice president of Partners HealthCare System, Inc. She previously served MGH as the Director of the Decision Support Unit and Associate Director of the Cardiac Surgical Intensive Care Unit. Dr. Elrick recently agreed to join the advisory board of UMass Boston's College of Nursing and Health Sciences.

"Dr. Elrick had distinguished UMass Boston ever since her

undergraduate years, which she concluded by receiving the John F. Kennedy Award as the outstanding student of her graduating class," said UMass Boston Chancellor J. Keith Motley. "She has not only cared for individuals and families, but she has inspired women to achieve leadership roles in medicine and health care."



Congressman Capuano has recognized **Maria J. Troulis, DDS**, Associate Professor of Oral and Maxillofacial Surgery, as a Local Legend from Massachusetts. This honor has been bestowed upon women physicians who have demonstrated commitment, originality, innovation, or creativity in her field of medicine.

As a Local Legend, Dr. Troulis will be recognized on the Local Legends web site that will celebrate the accomplishments of America's women physicians. ([www.locallegends.org](http://www.locallegends.org))

The Local Legends recognition is a companion project to an exhibition created by the National Library of Medicine entitled *Changing the Face of Medicine: Celebrating America's Women Physicians*. You can learn more about the exhibition at <http://www.nlm.nih.gov/changingthefaceofmedicine/>. The exhibition is located at the National Library of Medicine in Bethesda through April 2005. At that time the exhibition will travel around the country.

## Job Opening at Harvard Medical School

**Program Director, Faculty Appointments:** Member of the senior team overseeing the appointments and promotion processes of faculty at Harvard Medical School. Provides critical input and guidance to faculty chairing search and evaluation committees for senior faculty appointments, particularly related to basic and translational research. Develop a broad perspective on cutting-edge research in a wide range of disciplines, and will aid search committees in identifying and evaluating the widest possible range of faculty candidates. Serves as a source of expertise and advice on all technical and administrative details related to the search. Serves as the representative of the Dean's office at search and evaluation committee meetings. Independently reviews and approves promotion material for term appointments submitted by the departments and works with the departments to correct deficiencies. Responsible for supervising the staff planning and coordinating the agendas for the Council of Academic Deans and the Subcommittee of Professors. Responsible for overseeing staff and assuring the maintenance and quality of all records in the permanent

appointment process. Will work as part of a team with the Dean and Assistant Dean for Faculty Affairs and IT personnel in the conceptualization and design of computer and web based submission and tracking systems for term and senior faculty appointments and promotions. Supervises 2.5 FTE individuals working on the promotion process.

### Required Education, Experience and Skills

Advanced degree, preferably PhD, in biological or related sciences required. Demonstrated broad perspective on science and ability and to communicate complex scientific concepts clearly. Ability to identify and solve problems independently. Outstanding organizational and managerial skills. Excellent written communication skills including attention to detail. Some prior supervisory experience. Some experience in oversight of databases and web technology preferred.

Requisition Number 22596  
Apply to HMS

## New Guidelines for Research Fellows (trainees)

Rebecca Starr (OWC) and Mark Grubbs (Professional Benefits) recently made a presentation to the Research Administrator Directors Group about the new policies in effect for Research Fellows at MGH. Below is an outline of the new guidelines discussed.

People come to MGH as Research Fellows for numerous reasons. They come with varied backgrounds and a wide spectrum of abilities and talents. But foremost in their minds is the goal of obtaining the best scientific training and mentorship possible. Research Fellows provide a valuable service to MGH and the institution, in turn, has a responsibility to provide them with training, supervision, and career planning.

In fulfillment of this responsibility, ECOR and GEC have recently instituted new guidelines to follow for Research Fellows.

### *New Guidelines for MGH Research Fellows (trainees)*

- Academic Degree Requirement – MD; PhD; (or international equivalent) or graduate degree at an equivalent level in their field of study (as determined by the exceptions committee)
- Time limit for Research Fellow status – five years (limited exceptions to this can be granted by the exceptions committee, in consultation with the service chiefs)
- Formal annual review/career guidance program for Research Fellows to establish an appropriate career path
  - a) A Reappointment Document/Annual Career Conference Evaluation form must be filled out each year by the PI and submitted to the Registrar's office in order for the Research Fellow to be re-appointed.
  - b) As the Research Fellow approaches five years of service, the PI must sit down with the individual to discuss which of the following paths the career trajectory is on and how they will proceed:
    - Promotion to a faculty Professional Staff Appointment (HMS Instructor)
    - Continue at MGH but transition to regular employment on weekly payroll as either a Research Associate or Senior Research Associate, and now entitled to full benefits, including retirement.
    - Departure from MGH
  - c) Hospital departments are responsible for submitting the necessary paperwork to the Credentialing Office to re-appoint the Research Fellow for another year.
  - d) If Research Fellow will be transitioning to weekly employment, department is responsible for submitting paperwork to MGH payroll and the Credentialing Office.
- All Research Fellows will be eligible for a Maternity Leave Program.

For more comprehensive information about these policies and for copies of the Reappointment Document/Annual Career Conference Evaluation form, please visit the MGH intranet website, entitled Human Resources or refer to the MGH Professional Staff by-laws.

## MGH RESEARCH FELLOW (trainee) Reappointment Document Annual Career Conference

Name of MGH Research Fellow (trainee): \_\_\_\_\_

Years in this position as a MGH Research Fellow (5 years maximum): \_\_\_\_\_

**Performance Areas**

	Meets Expectations	Needs Improvement	Not Applicable
Quality of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of original ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of independence and thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork and cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to accomplish goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Papers written	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grant applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentations made at scientific meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This Research Fellow (trainee) meets the expected level of performance.

Goals for the upcoming year, coursework to be taken, and changes that may improve the research/training environment include: *(use other side if necessary)*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

This Research Fellow (trainee) does not meet the expectations.

Remedial action needed: *(use other side if necessary)*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Other evaluation forms can be used in place of this one but please fill out the following items and attach this document to your own form before sending it into the Credentialing Office.**

To be considered for an academic career in hospital research, skills need to be demonstrated that show promise of future independence as a researcher. What is this trainee's potential and what are the plans?

\_\_\_\_\_

Appointment term exception: We request an exception to the five-year maximum appointment term for this Research Fellow (trainee). Accompanying this document is a description of why and for what additional length of time the term should be extended. The signature below signifies that the Research Fellow (trainee) has requested this extension and understands that retirement benefits will not be earned in this role.

\_\_\_\_\_  
Research Fellow Trainee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Principal Investigator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Additional Evaluator (if necessary for most appropriate assessment of performance) -Name and Title

\_\_\_\_\_  
Date

# The Study of Happiness: Why Not Examine the Brighter Side of Life?

by Robert Brooks, PhD

**I**N SEVERAL OF MY WEBSITE ARTICLES I have described the emergence of “positive psychology,” a field of study that emphasizes strengths and virtues rather than weaknesses and pathology. The articles and books that my colleague Sam Goldstein and I have authored pertaining to resilience fall within the domain of positive psychology. Given my interest in a strength-based perspective of human development and functioning, I was especially drawn to a recent issue of *Time Magazine* with a cover titled “The Science of Happiness.” The issue contained an array of articles related to the study of happiness, featuring the works of such noted psychologists as Martin Seligman, Edward Diener, Sonja Lyubomirsky, Mihaly Csikszentmihalyi, and Daniel Kahneman.

I find refreshing the increased attention being directed to understanding factors that contribute to contentment and happiness. While we must not lessen our commitment to learn as much as possible about psychiatric disorders if we are to develop effective interventions to ease the pain of those burdened with these disorders, it is equally important that we not neglect the study of more positive thoughts, emotions, or behaviors. Although the field of positive psychology is still relatively young, a body of research is emerging that has major implications not only for child development and parenting but also for the ways in which we choose to lead our adult lives.

At the beginning of the *Time Magazine* section about happiness, reporter Claudia Wallis asks, “So what has science learned makes the human heart sing? More than one might imagine – along with some surprising things about what doesn’t ring our inner chimes. Take wealth, for instance, and all the delightful things that money can buy. Research by Diener, among others, has shown that once your basic needs are met, additional income does little to raise your sense of satisfaction with life. A good education? Sorry, Mom and Dad, neither education nor, for that matter, a high IQ paves the road to happiness.” I smiled when I read this last statement since I emphasize in my parenting workshops that high grades and SAT scores are not the best criteria to measure or predict happiness or contentment and that we frequently place too much emphasis on the grades of youngsters rather than on what Daniel Goleman calls their “emotional intelligence.”

Wallis, continuing her discussion of research findings, observes, “Youth, no again. In fact, older people are more consistently satisfied with their lives than the young. And they’re less prone to dark moods. ... Marriage? A complicated picture: married people are generally happier than singles, but that might be because they were happier to begin with.”

Not surprisingly, our connection with others is definitely a source of happiness. Wallis refers to a 2002 study conducted by Diener and Seligman that found that “the most salient

characteristics shared by the 10 percent of students with the highest levels of happiness and the fewest signs of depression were the strong ties to family and friends and commitment to spending time with them.” Diener suggests, “Word needs to be spread. It is important to work on social skills, close interpersonal ties, and social support in order to be happy.”

Lyubomirsky, based on her research findings as well as others, offers eight recommendations for achieving a life filled with satisfaction and contentment that are in concert with what Sam Goldstein and I advocate for leading a resilient lifestyle. Lyubomirsky’s suggestions together with my own comments are listed below. As you review this list it may be helpful to ask, “To what extent am I engaged in the activities she suggests?” Relatedly, “If I am not currently practicing these activities, what realistic steps can I take to do so?”

**Count your blessings.** As I noted in last month’s article, research indicates that when individuals record on a regular basis two or three things for which they are grateful, they experience greater optimism, connectedness to others, and more peaceful sleep. In our frenetic world, we can easily get caught up with pressures, stresses, and negativity and fail to appreciate the good things in our lives, something as simple as a child or grandchild giving us a hug, a boss writing us a note of appreciation, a friend taking the time to send us an e-mail with a series of jokes, or a spouse saying, “I love you.”

**Practice acts of kindness.** This has been a constant theme in my writings and seminars for the past 20 years. For example, in research I conducted about school climate I asked adults for their most positive memory of school, a memory involving a teacher or school administrator saying or doing something that boosted their self-esteem and motivation; respondents most frequently reported an occasion when they were asked to help others (e.g., tutor a younger child; assist in the secretary’s office; pass out the milk and straws). There appears to be an inborn desire to provide support and assistance to others, a desire that lasts a lifetime. For instance, elderly people who are actively involved in helping others have been found to lead more meaningful, longer lives.

**Savor life’s joys.** We live in a world bombarded with technology that pervades all aspects of our life. I am not against technology (I often wonder what I ever did before the advent of computers and word processing and e-mails), but what concerns me is when we permit technology to interfere with enjoying the moment. Must a meal at a restaurant with close friends or playing with one’s child be interrupted by answering a phone call? Or, as I witnessed recently, must one be on a cell phone while jogging? Or must the television be on while your family is eating dinner? Distractions such as these lessen our enjoyments.

**Thank a mentor.** In my workshops for educators I often ask if they have ever received a note of thanks from a former student. A number raise their hands and share how gratifying it felt. I then ask how many of them ever wrote to one of their favorite teachers to offer words of appreciation. Many have not. I strongly urge them to do so, noting that it will not only be a gift to that teacher but to themselves as well. I have received many e-mails from individuals who followed my suggestion and thanked a person who has enriched their lives; they report that doing so helped them to feel more satisfied and happy. Think about a significant person in your life (it could be a mentor, a friend, a relative) and write that individual a note of appreciation. Notice the feelings that are generated.

**Learn to forgive.** The topic of forgiveness is receiving increasing attention, especially within the field of positive psychology. I have conducted therapy with men and women whose difficulties letting go of anger and resentment have been major obstacles in their lives. Patients have frequently told me that it is not easy to forgive. I agree, especially in cases involving emotional, physical, or sexual abuse. However, I share with patients that I do not view forgiving as the same as forgetting, minimizing, or denying hurtful actions. Rather, a major feature of forgiving is to insure that our lives not be dominated by intense anger and thoughts of revenge. We must appreciate that while we may not have had control over hurtful actions, we have more choice than we realize in determining our response to the negative behavior of others.

**Invest time and energy in friends and family.** In our book *The Power of Resilience*, Sam Goldstein and I highlight the importance of connections in promoting a resilient lifestyle. Unfortunately, as I have frequently witnessed in my clinical practice, many people do not devote the necessary time nurturing significant relationships. They tell me that they want to build these relationships but that other commitments, especially work-related, interfere with their being able to do so. It is little wonder that they experience anxiety and depression, since they are not living a life in concert with what they say they value. I do not believe most people can change their schedules overnight. However, I have seen many individuals slowly and realistically build in time with their spouses, children, and friends. When we set as a priority the strengthening of our relationships, it is possible to accomplish.

**Take care of your body.** In an earlier article I discussed the importance of proper diet and exercise for children, especially in light of the rise of obesity and health issues (e.g., diabetes) in our youth. Adults are confronted with the same issues. Health care experts have used the word “epidemic” to describe the number of children, adolescents, and adults who fail to exercise, who rely on junk foods and eat a poorly balanced

diet, and who are very overweight. I recognize that it is not easy to modify one’s eating habits, but I believe that realistic diets and exercise regimes can be achieved. Choosing to walk rather than drive one’s car to a near-by destination, to climb some steps instead of taking the elevator, or to spend a half-hour taking a stroll rather than watching television are excellent places to begin. Proper exercise and diet will lead to weight loss, a better sense of oneself, and a feeling of control of one’s life – all important ingredients in promoting satisfaction and happiness.

**Develop strategies for coping with stress and hardships.** I was once asked during a workshop if being resilient meant that you were free from stress and pressure. In response I mentioned that before the word resilient became such a popular part of our lexicon, the word that was used most often in psychological writings to describe children who had overcome adversity was “invulnerable.” I always had reservations about that word since I felt it suggested that these youngsters were superboys or supergirls. Leading a resilient lifestyle does not imply the absence of problems and stresses, but rather that when hardships arise, the person has developed effective ways of coping. When confronted with challenges, resilient individuals do not moan in resignation, “Another burden that I will have difficulty handling.” Instead, they are prepared to cope with these challenges in productive ways.

For example, one woman with a provocative teenage daughter learned that when they began to engage in a heated argument, she would simply say, “When we become this angry, it’s hard to settle anything. I’m taking my own 10-minute timeout.” It proved to be a very constructive strategy. A man with a pressure-filled job learned to meditate for a few minutes in the morning and afternoon and reported being better able to handle his work demands. The key factor is to be proactive rather than reactive by developing a wide range of coping strategies. When we feel in command of our emotions and behaviors, we are more inclined to experience contentment.

#### **Concluding Thought**

In a world often dominated with negativity, I find it hopeful that researchers and clinicians are displaying an increased appreciation of the importance of studying positive aspects of life such as empathy, caring, compassion, altruism, integrity, forgiveness, spirituality, and humor. I believe that as research continues to identify those factors that contribute to happiness, optimism, and resilience, we will be in a better position to make choices about our lifestyle that can enhance our emotional and physical well-being and our relationships with others. It is research well-worth our time and attention.

*More articles and information can be found at Dr. Robert Brooks’ website: [www.drroberts.com](http://www.drroberts.com)*

## EDITOR

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Please send your input, ideas, suggestions and comments to the editor at [rstarr@partners.org](mailto:rstarr@partners.org)

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

### — Resource Page

(Continued from page 4)

- Cost is \$11 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

## Educational debt and research careers

Educational indebtedness is widely believed to be a major barrier for medical students to pursue research careers. The June issue of the *AAMC Analysis In Brief* series describes the relationship between educational indebtedness and careers in research by investigating whether educational debt is proportionately and negatively associated with faculty research appointments, and whether educational debt is a significant predictor of research careers.

Information: Di Fang, AAMC Division of Biomedical and Health Sciences Research, [dfang@aamc.org](mailto:dfang@aamc.org), 202.828.0581 or go to <http://www.aamc.org/data/aib/start.htm>

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