From the President’s Desk
by Linda Peterson, M.D.

Gratitude and anticipation. Those are the two sentiments I feel at this time of year as president of AWN. I am very grateful for all the hard work that the board and the membership of AWN has given so far this year. Anne Glowinski, our very capable vice-president, put together an informative brown bag lunch on personal finances this past fall. She also spearheaded a wonderful (and tasty!) fall dinner. At the dinner, Alison Whelan gave an excellent talk on ‘what she didn’t learn in kindergarten,’ and Katherine Rivera, Claudia Hilton, Linda Larsen-Prior, and many others on the AWN board helped make the evening a success. There was a great turnout, fun mixer games, and good networking opportunities. THANK YOU AWN MEMBERS and board for making it such a success! Thanks also to our board and members for voting on the constitutional amendment to allow men in AWN membership. The measure has passed.

I am also anticipating a wonderful Spring Dinner this year.

- APRIL 9th!
- 5:30 PM!
- King Center – 7th floor Becker library.
- Vicky Fraser will be the speaker.
- PLEASE SEND IN YOUR LETTERS of nomination for the annual AWN awards. For more information on the awards go to awn.wustl.edu

- The award nominations are due March 9th
  - Mentor award
  - Student leadership award
  - Pioneering woman award
  - Service award (not given every year)
    - ***NEW AWARDS***
    - Pillar of support award – to a
faculty member who has shown outstanding support of women faculty. Examples may include but are not limited to: mentoring of senior women faculty and financial support of women in science

- Clinician/Educator award – to an AWN member who has demonstrated clinical excellence and/or outstanding teaching

- Send your letters to Anne Glowinski, MD at glowynskia@psychiatry.wustl.edu

Coming soon – on-line membership payment! This service will use Paypal to help you make your membership payments faster, safer, and easier. This will also let us standardize when dues are, well, due. (Kelly Ross, Kathleen Berchelman and Anna Blanchard have really helped push this forward – thanks!!). Also, the board has voted to approve a member-initiated request to allow for “lifetime membership” dues payment. Thus, instead of paying yearly dues, a member may elect to pay $500 for a lifetime membership and never be bothered with dues payments again. Lifetime members will be recognized on the AWN website. STAY TUNED…going live with on-line payment is almost here!

If you are interested in being on the AWN board, please contact a current board member to find out which positions are opening. And, as always, any and all are welcome to attend board meetings.

Lastly, the AWN board is already hard at work organizing the 25th anniversary GALA for 2015. This seems like it’s in the far distant future, but I think it’ll be here sooner than I expect, so planning early is essential. We are planning a symposium day to honor and highlight women’s contributions to medicine/research. This will be capped by an evening dinner gala with keynote speaker. Any suggestions you have for the 25 year gala are welcome! Please contact Linda Peterson, Anne Glowinski, Lisa Connor, or Katherine Rivera.

To the AWN Community:

- You are welcome to attend AWN Board meetings and participate on AWN committees regardless of whether you are a board member. If you are interested in participating, email Claudia Hilton, Ph.D. AWN Secretary (hiltonc@wusm.wustl.edu)

- Have you recently published anything, made a video, or been written up by the media? The AWN is here to promote YOU and your work through our blog (http://wuawn.org), Facebook, LinkedIn, and Twitter. Here are some ways to stay in touch with the AWN community through social media:

  - Check out our blog at: http://wuawn.org. You can subscribe to regular email updates and RSS feeds, too.
  - ”Like” our Facebook page at: http://www.facebook.com/wuawn (this is a public, open page)
  - Join our closed, private Facebook group at: http://www.facebook.com/wuawn#!/groups/wuawn/
  - Join our LinkedIn group at: http://www.linkedin.com/groups?home=&gid=4209900&trk=anet_ug_hm
  - Follow us on Twitter @wuawn, or link to our Twitter profile at: https://twitter.com/wuawn

Much of the work that AWN promotes through social media is picked up by WUSTL News as well as local and national media. You are welcome to post your own updates to any of these sites. Or, drop me an email at: berchelmann_k@kids.wustl.edu and I’ll be happy to add your news/publication to all of the AWN social media outlets.
Official results from the Washington University Faculty Work Life Survey 2011

The information below is copied from the provost’s website http://provost.wustl.edu/work-life-2011. The website includes links to all of the official data analyses and interpretations.

“These reports reflect a survey conducted in Spring 2011 of Washington University full time faculty. The survey asked about satisfaction with various aspects of faculty work life, climate, workload, sources of stress, mentoring and characteristics of life outside the institution. The reports compare the 2011 response with the 2006 WU Faculty Survey and also with a peer group of faculty from nine private research universities who conducted similar faculty surveys over the last four years. If you have questions or comments, please contact Lynn McCloskey, Assistant Provost - Analysis, lynn.mccloskey@wustl.edu.”

Have you ever considered a leadership position in academic medicine, but thought that you didn’t have all the skills that would be necessary to do the job? The Academic Medical Leadership Program (AMLP) for Physicians and Scientists may be just what you need to feel confident in taking-on these roles. The AMLP, which is a joint venture between Washington University School of Medicine and BJC HealthCare, is now in its second year. The learning objectives are to:

- Enhance participant knowledge of the vocabulary, concepts, and strategies that are fundamental for success in a leadership role in academic medicine and healthcare
- Encourage cross-functional thinking and teamwork through exploring both informal leadership and leadership style
- Advance personal leadership effectiveness and management capacity through proficiency in eight key areas

The course meets from January through June, for 9 sessions that take place on Friday afternoons and Saturday mornings. Topics include strategic and financial planning, decision making, operational excellence, negotiation, conflict management, change transitions, and leadership skills. AMLP teaching faculty are Business and Law School faculty members and leaders in the BJC Center for Clinical Excellence. Faculty participants complete team capstone projects that apply knowledge that they have gained throughout the course to real-world problems that the university and healthcare system are currently facing.

Current AWN board members, Lisa Connor and Anne Glowinski, are participants, as are several other members of AWN. More information about the AMLP can be found on the Office of Faculty Affairs website. Dr. Vicky Fraser, Chair of Internal Medicine and a sponsor of AMLP, commented, “I think the academic leadership development course provides a terrific opportunity for faculty members to enhance their skills in performance improvement, managing complex problems and working with people to drive change. These skills are critical for today’s leaders and I think the course is extremely well done.”
Interview with Dr. Diana Lee Gray
Associate Dean for Faculty Affairs and Professor in Obstetrics and Gynecology and Radiology
By
Anne L. Glowinski, M.D., M.P.E.

After her postgraduate training at WUMC, Dr. Gray joined the WU faculty and has since served many institutional roles including Division Director of Ultrasound and Genetics in the Department of Ob/Gyn, AWN President, elected faculty representative to the inaugural Faculty Practice Plan Board of Directors and now Head of the Office of Faculty Affairs. She has been very active in clinical medicine and clinical research and is well published in the prenatal diagnosis literature. In her role as Associate Dean for Faculty Affairs, she focuses on enhancing the academic environment to enable faculty career success. She currently is the PI of the Alfred P. Sloan Award for Faculty Career Flexibility, co-chairs subcommittees of Academic Affairs dealing with issues of faculty diversity and serves on the Provost’s Diversity Work Group. Dr. Gray has been listed in Best Doctors in America and America’s Top Doctors publications for many years.

I recently had the great pleasure to interview the indefatigable Dr. Gray to find out more about the details of her work leading the Office of Faculty Affairs and also to ask her to tell us more about how she developed the Academic Medical Leadership Development Program for Physicians and Scientists, a program now in its second year in which both Lisa Connor (AWN pre-clinical counselor) and I are enrolled. Like many of the WUSM faculty, I was familiar with certain aspects of Diana’s important role as Associate Dean for Faculty Affairs and much less familiar with others.

Anne Glowinski (AG): How long have you been involved with the Office of Faculty Affairs (OFA)? When was it first created?
Diana Gray (DG): As you probably know, the OFA was largely developed because of direct work and recommendations by AWN. In the mid to late 1990s, Dean Peck recommended the assembly of a strategic committee to review, discuss, and strategize recommendations about the WUSM faculty environment for women. Dean Peck and Penny Shackelford invited me to serve on this committee; at the time, I think I was the AWN Past President. All of us on the task force rapidly came to the conclusion that our work would be futile in a committee without the active engagement of both the Dean and the Executive Faculty. So we stopped the committee work and made very direct recommendations. This led to the creation of the OFA and of two committees (i) the Ethnic/Racial Diversity Committee (a.k.a. Faculty Diversity Committee) and the Gender Equity Committee. Lynn Cornelius was the inaugural head of the OFA and resigned about one year later after becoming the Chief of Dermatology. Senior medical school leaders suggested I consider applying for the position. I hadn’t previously considered a school-wide administrative role. However, I was eventually selected to lead the Office, and after some reflection, I accepted the role in the fall of 2002.
**AG:** What is the major mission of the OFA?

**DG:** It is to support and nurture the WUSM faculty. Actually, the full statement on our website (https://facultyaffairs.wusm.wustl.edu/Pages/WelcomeOFA.aspx) is: “The Office of Faculty Affairs is committed to creating and supporting an environment in which faculty members flourish and achieve their career goals and full professional potential.” **AG:** I comment that there are probably many things that Diana does behind the scenes that most of us are not necessarily aware of. **DG:** Definitely. It’s a very good thing that we are moving forward with creating an Ombuds position at the medical school. I have helped with many confidential faculty issues (e.g., grievances). A major role of this office is attention to faculty career development, and the addition to the OFA of Karen Dodson as the Manager of Faculty Development Programs has been very helpful in that regard.

**AG:** What do you love about your position as Associate Dean of Faculty Affairs?

**DG:** Well, the “jewel” of this position is the day to day involvement with my faculty colleagues. It is such a pleasure. All of you are such wonderful colleagues: creative, brilliant, collaborative and committed. I also really relish my involvement with the school and the university, where I can imagine and implement change. It’s also a very dynamic role: exciting opportunities arise, the faculty change and the school landscape changes over time too. I am a problem solver. I have always liked thinking about “how does this puzzle fit together?” Also, after my long tenure here, I am very familiar with the players and systems in our institution. This helps get things done.

**AG:** Can you talk about some of the challenges in this position and what you have learned?

**DG:** I can talk to you about the challenges on the way to what I see as one of our crowning achievements, which was establishing a mechanism to stop the tenure clock. When we started championing this effort, other peer institutions had already implemented it. However, there were seemingly insurmountable obstacles here, a major one being a fairly pervasive mentality that “this can maybe happen elsewhere but...not here!” I am probably not one to take “no” for an answer if the rationale does not make sense, and I have learned to become even more perseverant in this position. I always tell people, even my kids, that perseverance is in large part (maybe even more important than other more obvious competencies) responsible for anyone attaining any goals because it takes persistence to achieve important goals. So, I learned a whole lot about how long it takes to move a project from an idea to implementation: the networks that are needed, the time it takes, the consensus that needs to be built and the diplomatic and communication skills that are required.

**AG:** What do you wish all faculty knew about the OFA?

**DG:** I especially wish that they knew about or availed themselves more of our faculty career development programs! At this point in the interview, Diana and I spend a few minutes discussing that we both observe things clearly in the way of faculty participation in programming (e.g., perception that one more thing to do is impossible, already being torn between too many duties at too many levels), yet we both have the same conclusion that the ideas, interactions, bonds and relationships that are formed by “getting out a little” are simply vital to the quality of faculty life.

**AG:** Why did you develop the new leadership course? What need does the course address?

**DG:** The idea started many years ago when we looked around and took stock of the relative dearth of female leaders in our environment. There are leadership courses for mixed audiences and just for women around the country but they are very expensive, they require travel sometimes for weeks and also, they do not necessarily reflect the reality that men and women need to work together in our academic environment. These were some of the many reasons that I was invested in creating our own leadership course. Also, the advantage of developing a course in our own environment is that we can then have cohorts drawing on each other for support and inter-connections, which can only benefit our academic environment. This was another idea, which required perseverance. We had to go from: “This exists elsewhere. Why do we need this here?” to finally, everyone we needed on board becoming extremely excited about this. There were many steps along the way including a mini-course we put together 7 or 8
years ago at EPNEC, which got people very excited followed by a faculty survey. We had to get support from Department Heads through the Academic Affairs Committee and ultimately the Executive Faculty. When they asked: “who will pay for the course?” we had to tell them that they would. At one point we had to face the fact that holding the classes at the Knight Center (on the Danforth Campus) would be prohibitively expensive and Lee Fetter (BJC Group President at the BJC Learning Institute) offered to donate space to hold the classes. We adapted our curriculum to the needs of physicians and scientists.

AG: Are there other initiatives that you are thinking about?
DG: I keep thinking that we need to develop something for junior faculty, many of whom do not have foundational skills, e.g., lab management, budget, or negotiation. We have taken steps in the right direction: for instance, we now have an orientation program for all faculty who join WUSM but more is needed!

*Please email tammy@wustl.edu to share press releases, websites and articles that are relevant to women in science and medicine.*

Rita Levi-Montalcini, a Nobel Prize winning former WU faculty member, passed away recently. Her obituaries were covered by many major news outlets and scientific organizations. Here are two representative pieces, one from WU’s Record and the other from the journal Neuron.

https://news.wustl.edu/news/Pages/24772.aspx
Rita Levi-Montalcini: In Memoriam; Neuron, 77(3) Feb 2013; by Chao & Calissano


Info from GWIMS:

- The 2011-2012 Women in U.S. Academic Medicine and Science: Statistics and Benchmarking Report is now available. This biennial publication gives a national snapshot of the distribution of women students, residents, faculty, and administrative leaders in U.S. academic medicine and science. View the full report and accompanying tables and figures on the GWIMS web site: https://www.aamc.org/members/gwims/statistics/

- The Winter 2013 issue of GWIMSWatch is all about Gender Equity: https://www.aamc.org/members/gwims/recommended_reading/139800/gwims_watch.html
The Report on Medical School Faculty Salaries, 2011-2012 is now available. This publication is the AAMC’s 48th review of full-time faculty compensation. To order copies of this publication, please contact: www.aamc.org/publications

Recent articles from the NIH Working Group on Women in Biomedical Careers:

Nature Takes Steps Towards Gender Equity
New Study of Medical School Graduates and their Potential to Enter Academic Medicine
New Factors Contributing to the Gender Gap in Publication
Sex Differences in Presentation Rates at Scientific Meetings in a Female-Dominated Scientific Field
NIH Holds Causal Factors and Interventions Workshop Focused on Women in Biomedical Careers
Women Scientists in Action—Dr. Ofelia Olivero, Ph.D., ATS
Experimental Evidence for Gender Bias among Science Faculty
Department Culture Affects Work Satisfaction for Female Assistant Professors
Gender Bias Study of Kindergarten Students Provides Clues to Academic Gender Gap
Online Program Connects STEM Students with Prominent Female Mentors
NIH Unveils Updates to the Women of Color Research Network
The Johns Hopkins Women’s Health Research Group Launches New Website
Highlighting Best Practices—University of California San Diego

Recent articles of interest in the WU Record:

Dining Services improves reusable to-go box; offers take-home dinners for busy faculty, staff
Medicine department to enhance faculty development efforts
https://news.wustl.edu/news/Pages/24825.aspx

AAMC Early Career or Mid-Career Women Faculty Professional Development Seminar in 2013

2013 Early Career Women Faculty Professional Development Seminar (EWIMS)
This seminar is designed for women at the instructor or assistant professor level. This seminar is for physicians and scientists holding medical school appointments and in the early stages of leadership positions within their discipline, department, or institution. The application phase for EWIMS will open in the beginning of March and will close in early April. The seminar will be held July 13-16, 2013 at The Inverness in Englewood, CO.

2013 Mid-Career Women Faculty Professional Development Seminar (MidWIMS)
This seminar is designed for women primarily at the associate professor level. Women in the early stages of a professorial appointment will be considered on an individual basis. The seminar is for physicians and scientists holding medical school appointments and holding leadership positions within their discipline, department, or institution. The application phase for MidWIMS will open in late August, and will close in late September. The seminar will be held December 14-17, 2013 at the AT&T Executive Education Conference Center in Austin, TX.

Questions? Email Elizabeth Coakley, M.A., Director of Women in Medicine and Science, at ecoakley@aamc.org
Thursday, April 9, 2013

AWN Spring Dinner

Speaker: Vicky Fraser, M.D.
Chair and Busch Professor of Medicine

Where: M. Kenton King Faculty Center 7th floor of the Bernard Becker Medical Library (Medical School Campus)

Time: 5:30 PM

RSVP to: Linda Larson-Prior, Ph.D. lindap@npg.wustl.edu

Pictures from the Fall 2012 AWN Dinner