

Mary Hitchcock Hospital, Hanover, N. H.



# Nomination and Awards: Importance for Academic Advancement and The Influence of Language



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*or*

# How to Succeed in Getting Chosen, Promoted or Awarded



# Academic Medicine

- Recognition is gained through letters of support
- Professional opportunities are facilitated through promotions, grants, and awards.
- Well worded letters are integral and critical
- An organized approach will improve the chances for your candidate or your candidacy

# Why Awards Matter to Others

- Awards are a proxy or metric for achievement
- Awards are a category on your CV and in your promotion packet
- “Awards may be a better incentive when performance can not be easily defined”, Stephanie Pincus, MD, MBA, RAISE Project
- “We don’t count papers (or awards), but we can count to zero”, William Hickey, MD, Former Senior Assoc Dean, DMS

# Why they Might Matter to You

- You have earned them
- You deserve them
- It is uncomfortable when you don't have any
- They will help with promotion/progress

# Courage to Teach Award

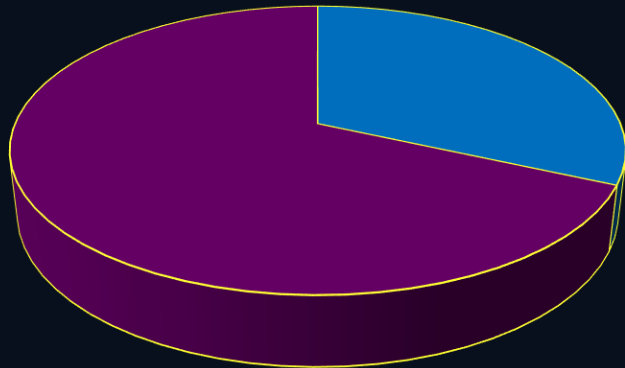
- Courage to Teach award, initiated in 2005
- Celebrated at the Program Directors' Retreat
- Awardees during my time as PD:
  - 2006 Karen George, MD
    - Obstetrics and Gynecology Residency Program
  - 2007 Carole Stashwick, MD
    - Pediatrics Residency Program
  - 2008 Harley Friedman, MD
    - Internal Medicine Residency Program
  - 2009 Ron Green, MD
    - Psychiatry Residency Program
- Do you see my name? Neither do I...

# How do you Succeed?

- Decide what you want
- Let people know
- Work towards your goal
- Identify the barriers
- Keep trying

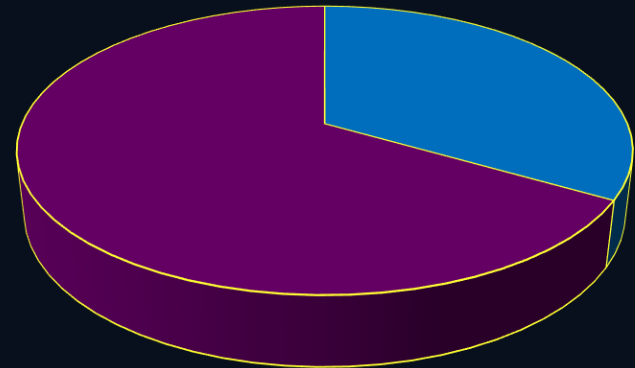
# Association of American Medical Colleges (AAMC) 2015 data: Women Still Lag Behind Men in Rank and Tenure

% of Women/Men who are  
Full Professors



■ Women ■ Men

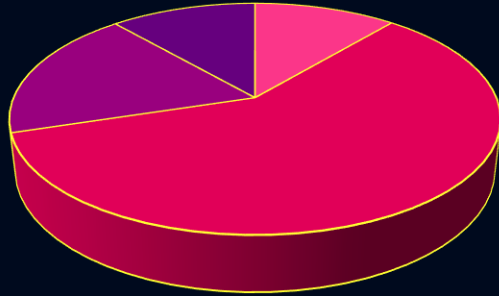
% of Women/Men who are  
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■ Women ■ Men

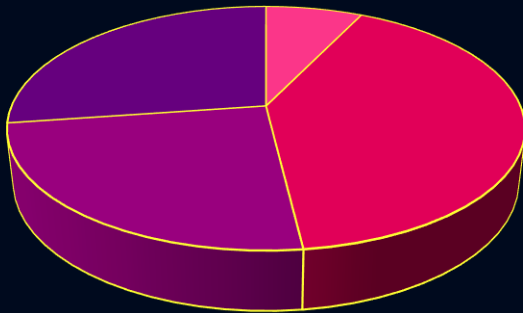
# % of Full Time Women MD Faculty by Rank AAMC 2015

## Clinical Science



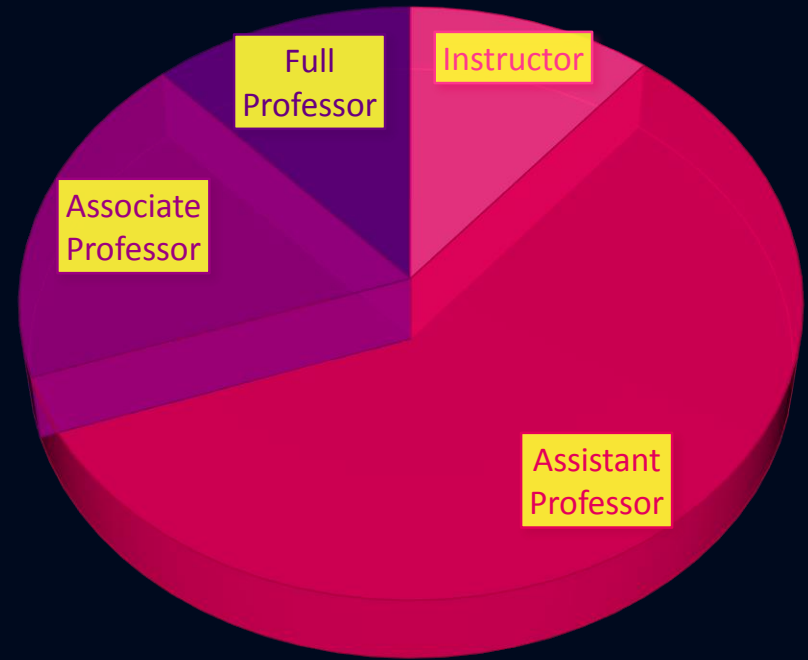
■ Instructor      ■ Assistant Professor  
■ Associate Professor   ■ Full Professor

## Basic Science

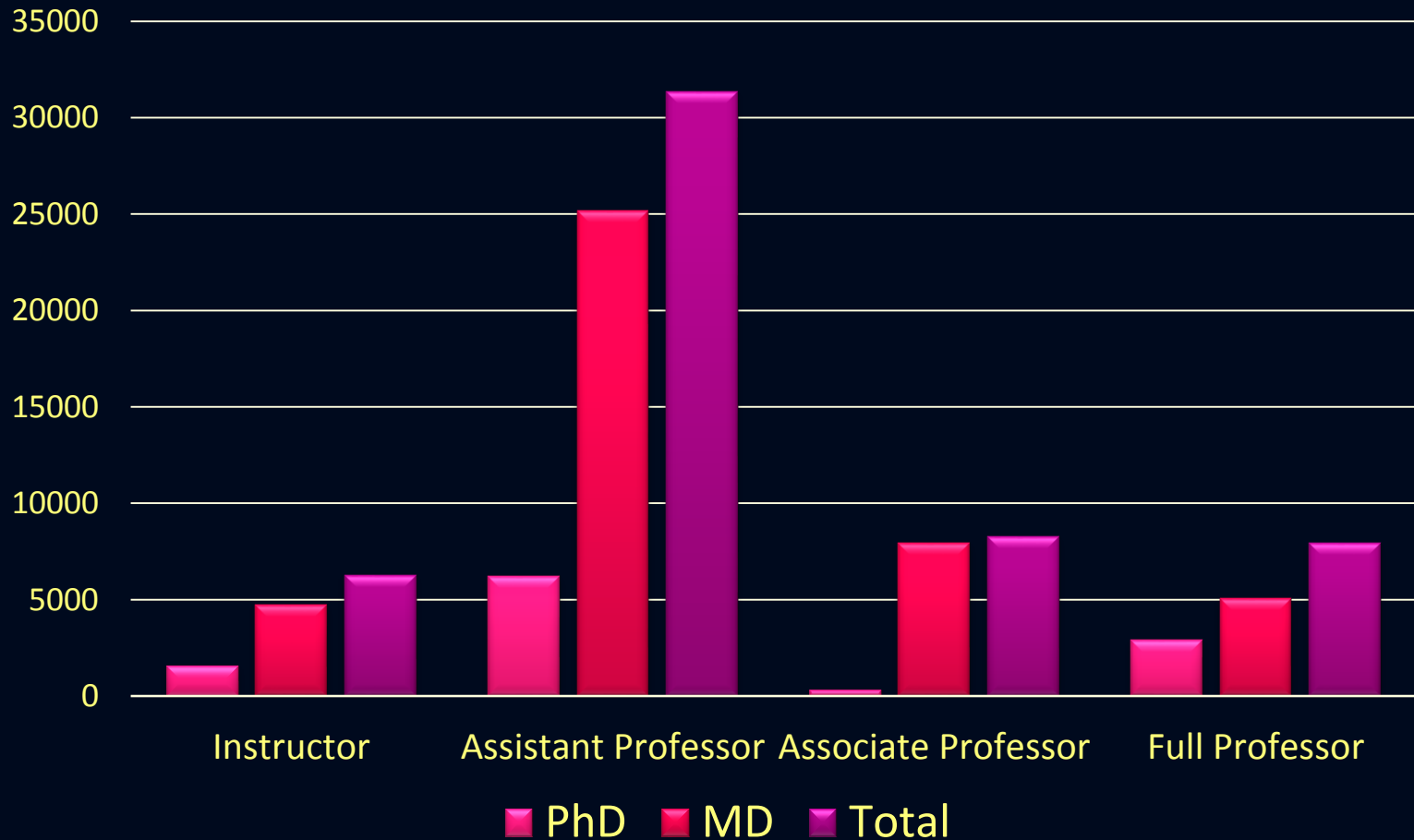


■ Instructor      ■ Assistant Professor  
■ Associate Professor   ■ Full Professor

## FT WOMEN MD FACULTY BY RANK



# Full Time Women Faculty by Degree and Rank , 2015



# Radiology Awards

- American College of Radiology Gold Medal
  - 1927- 2007: 139 awardees, 5 women
  - 1927-2017: 189 awardees, 8 women
  - First: Mme Curie, 1931, Third: Rosalyn Yalow, 1993
  - 3.6% in 2007, 4.2% in 2017
- Association of University Radiologists Gold Medal
  - 1978 – 2007: 60 awardees, 4 women
  - 1978-2017: 79 awardees, 13 women
  - 6.6% in 2007, 16.5% in 2017
- Association of Program Directors in Radiology Achievement Award
  - 1997 – 2007: 11 awardees, 4 women
  - 1997-2017: 25 awardees, 10 women
  - 31% in 2007, 40% in 2017

# Radiological Society of North America

**RSNA** EXCELLENCE IN PATIENT CARE  
THROUGH EDUCATION, RESEARCH AND INNOVATION

## Awards

 <b>Gold Medalists</b> View recipients of RSNA's highest honor, awarded to those who have rendered exemplary service to radiological science.	 <b>Honorary Members</b> Elected by the Board of Directors, Honorary Members are nominated by the RSNA president.
 <b>Outstanding Educators</b> See recipients who have demonstrated significant contributions and a long-term commitment to radiologic education.	 <b>Outstanding Researchers</b> See recipients who have demonstrated significant contributions and a long-term commitment to radiologic education.
 <b>Alexander Margulis Award</b> See articles selected as the best original scientific articles published in <i>Radiology</i> .	 <b>Roentgen Medal</b> See individuals whose significant contributions represent radiologists who have furthered the field over the past 100 years.
 <b>Special Presidential Award</b> View a list of individuals who have made significant contributions to the field of radiology or the radiologic sciences.	 <b>Kuo York Chynn Neuroradiology Research Award</b> Funded with a donation from Kuo York Chynn, MD, the Kuo York Chynn Neuroradiology Research Award will be presented annually to the top neuroradiology research paper presented at the RSNA annual meeting.

1919-2016  
196 total  
14 women

2000-2017  
21 total  
12 women

1996-2010  
8 total  
0 women

1996-2016  
22 total  
0 women

1995  
4 total  
0 women

2016-2017  
2 total  
0 women

**How women are represented  
among the top 10 highest paying jobs in America  
CNBC April 2017**

<b>Job Title</b>	<b>% of Women In Role</b>	<b>Total Compensation</b>
Orthopaedic Surgeon	7%	\$450,000
Chief Revenue Officer	19%	\$400,000
Surgeon	20%	\$350,000
Chief Medical Officer	21%	\$338,000
Cardiologist	21%	\$382,000
Tax Partner	25%	\$376,000
Chief Risk Officer	27%	\$390,000
Radiologist	27%	\$374,000
Anesthesiologist	27%	\$350,000
Emergency Physician	27%	\$314,000
Special Counsel	41%	\$300,000

If I really deserve it, won't "they"  
realize it?

Don't count on it

Ask for it

Identify the Award or Position That  
Interests You and Ask To Be Nominated

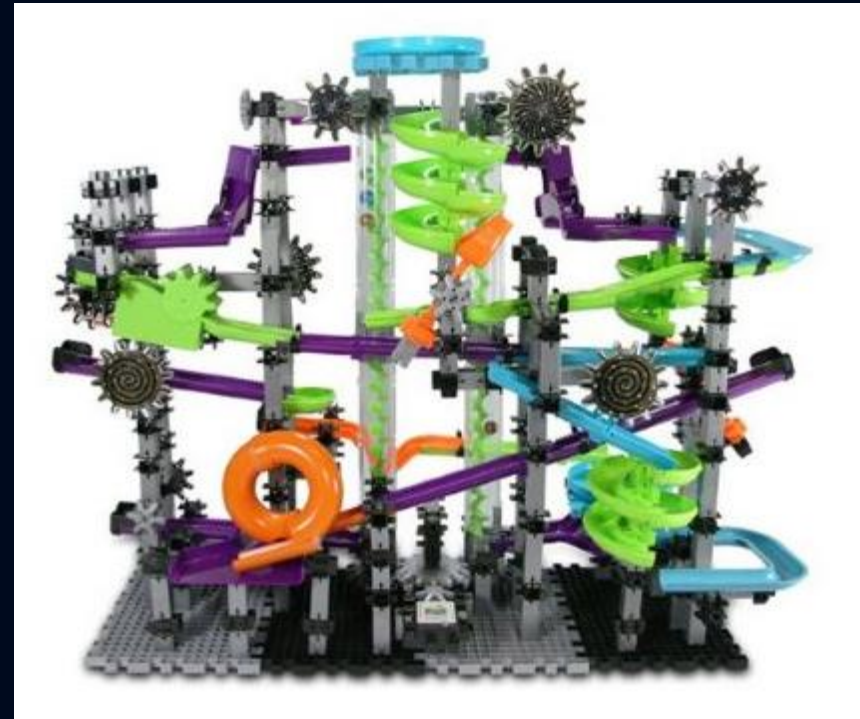
# Negotiation: Ask For It

“Women Don’t Ask”, “Ask For It”,

by Linda Babcock & Sara Laschever

- Men get more, because they ask for it
- This reflects a culture that gives men an advantage
- Negotiation research was based on interactions *during the process*, not before
- *Men initiate negotiations 4x as often as women*

# Why don't women ask? CULTURE



# Don't wait to be asked

- Ask a friend, colleague, or peer to nominate you or to suggest your name to other people
- Apply for opportunities that interest you
- Say “yes”, a lot
- Apply for awards, they can always say “no”
- Be conscious of the image you are projecting
  - “She has enough on her plate”
  - “Her children are still young”
  - “Her husband has a big job”
  - “Do you really need another award?”



# Use your Mentor

- Ask your mentor to nominate you
- No mentor? Ask a potential mentor for advice about awards, promotion, opportunities
  - They become aware of you
  - They become invested in your development
  - Your success becomes their success
- Ask your Chair, Dean, Associate Dean
  - Identify yourself to them
  - Demonstrate your ambition
  - Get your name forward as someone who is looking for opportunities



# Mentorship is Reciprocal

- Help your mentor to help you
- Be a successful mentee
- Let this teach you to be good mentor
- The relationship should help both (all) of you





# Increase Your Visibility



# How?

- Think of projects as opportunity, not work.
- Identify projects, and introduce yourself to the people involved.
- Volunteer.
- When leadership is looking, your name will become part of the pool of "up and coming".

# How?

- Say “Thank You” for the invitation, even if you decline.
  - It's more fun to invite someone who appreciates the invitation.



Make it Easy for them

# Do the Work

- Have your CV ready (in a folder), and email it
- Offer to draft the letter
- Write the letter
- Work with their assistant
- Do the work for them
- If possible, edit the letter as close to the final version as possible
- **DON'T BE MODEST** – Write it the way you would for someone else

Write it the way you would for  
someone else

What does that mean?

# Language and Stereotypes

- Men and women are often described differently in letters of recommendation
- These differences can disadvantage women by stereotyping them in ways that are subtle disqualifiers

# Letters of Recommendation for Medical Faculty and Chemistry Job Applicants

- Differences in letters
  - Short vs. Long letters
  - more frequently written for women than for men
- Differences in affirmative language
  - "Letters of minimal assurance" vs. letters of recommendation
  - more frequently written for women than for men.
- Letters for women often included "doubt raisers" and fewer terms of praise.

# Letters of Recommendation for Medical Faculty and Chemistry Job Applicants

- Gender stereotyping language that elevated men's accomplishments and diminished women's
  - women's experience as to "her teaching", "her training" and "her application"
  - men referring to "his research", "his skills and abilities" and "his career".
  - "reinforce gender schema that tend to portray women as teachers and students, and men as researchers and professionals" (Trix and Psenka, 2003).

# Letters of Recommendation for Medical Faculty and Chemistry Job Applicants

- Men
  - Use of more "standout adjectives" and ability descriptors
- Women
  - Use of more "grindstone" descriptors for women

(Schmader, Whitehead, Wysocki, 2007).

# Pay Attention to Language

- Description vs. title
- Gendered language
- Leader vs. good soldier
- Watch out for “Damning with Faint Praise”
  - Compulsive
  - A wonderful mother
  - Balances competing demands
  - Punctual
- Switch pronouns and see how it sounds
  - Even if you plan to use a gender neutral pronoun

- If you edit the letter, you can edit out the problems
- The unwelcome phrases frequently reflect unconscious, unintentional bias
- Pay close attention to what the committee is asking for

# Pay Attention to Detail

- Read the directions, carefully
  - Measure twice, cut once
- Follow the directions
  - Make your own checklist, if there isn't one in the packet
  - Have someone else read it before you send it in
- Use spellcheck
- Give yourself enough time to do a good job

# Tell a Simple, Consistent Story

- Illustrate with detail
- Don't let the details become a distraction
  - e.g. gaps in your CV
- Make it easy to follow the narrative



# Supporting Documents

- Address it to the correct recipient(s)
- Gear it to what they are looking for
- Requested content and length
- Don't send something clearly intended for another use
- Don't expect the committee to search for the information
- Explain all initials/acronyms

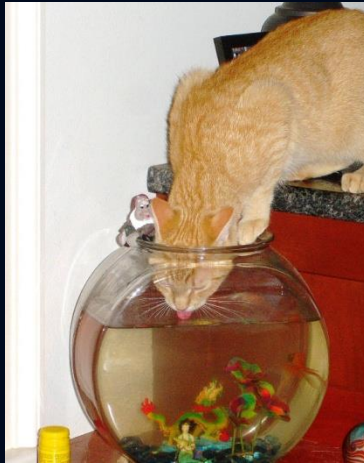
# The Nomination Packet: The Good, The Bad and The Ugly



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# The Nomination Packet: The Good, The Bad and The Ugly





# The Good

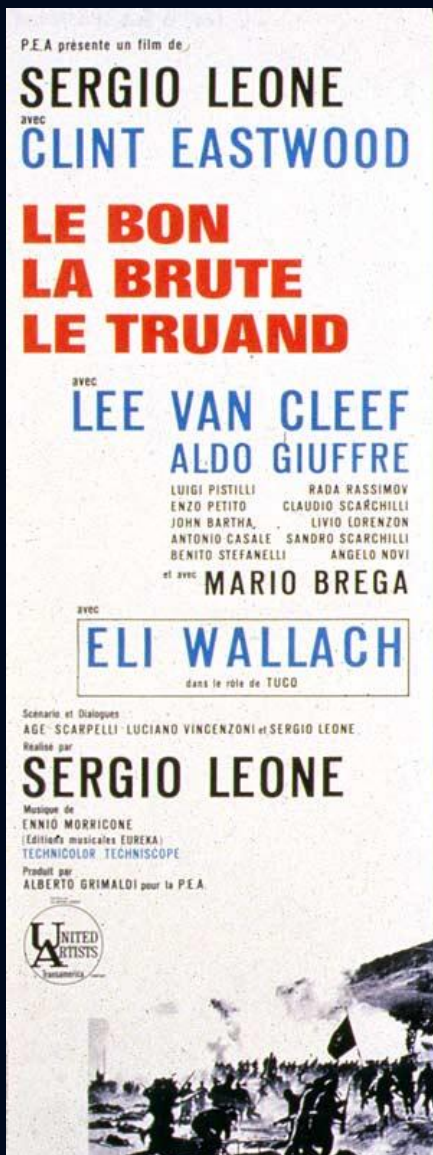
- Well presented
  - Neatly typed
  - Followed directions
  - Properly formatted
  - Addresses the goals, directly
- and**
- Creative
  - Interesting
  - Beyond the expected

# The Bad

- Handwritten forms
- Spelling and grammar mistakes
- Meets the minimum requested
- Done in haste
- Boring

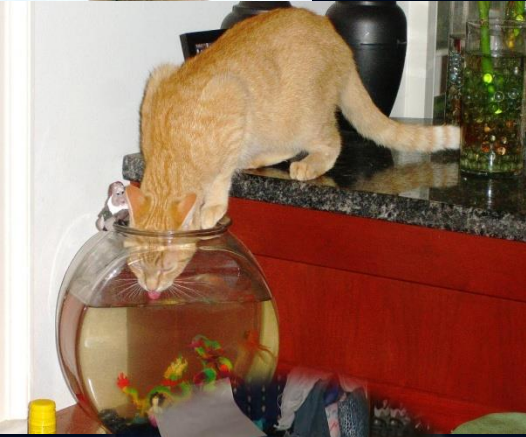


# You know it's coming....





# The Ugly



- Mismatch between application and material submitted
- Difficult to follow
- Out of order
- Confusing
- Thrown together
- Too much work to read
  - Tiny font, that says tiny font
  - Single spaced
  - Small margins

“You Only Get One Chance to Make a Good  
First Impression”\*



\*My husband's grandmother, this is not her.  
This IS from my family album

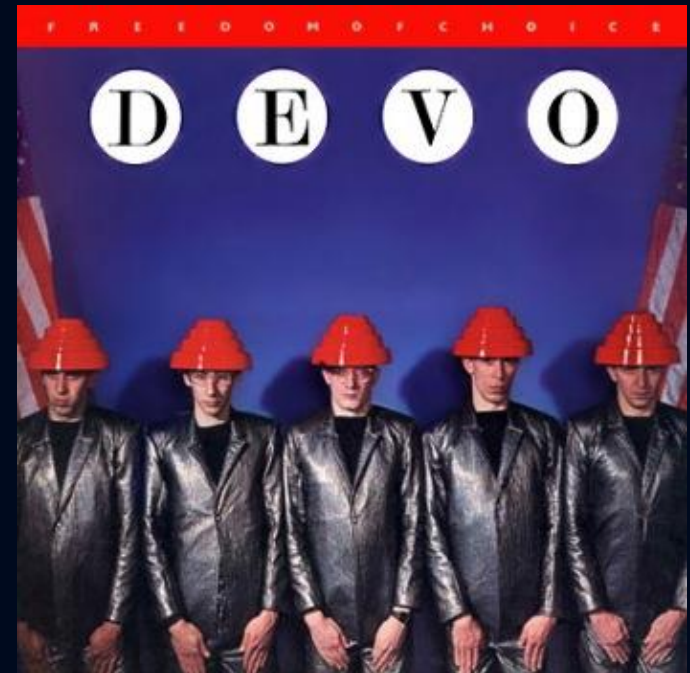
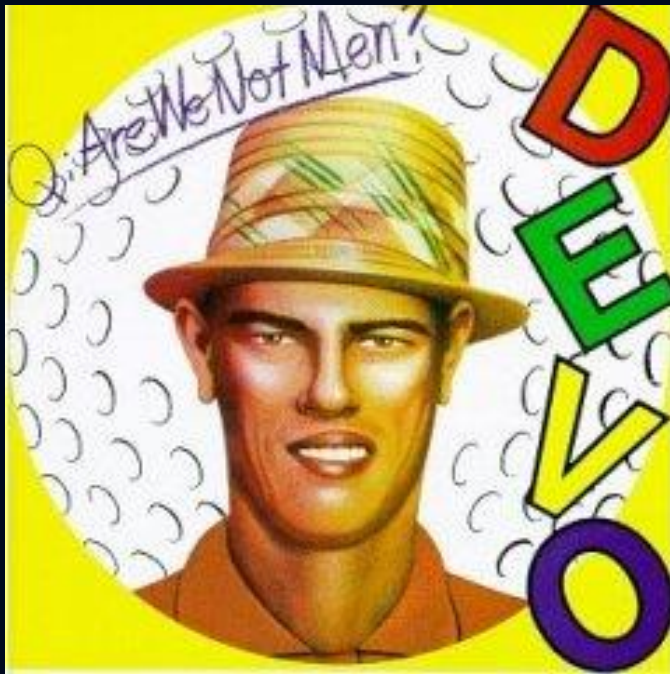


## What else?



- Make the pie **bigger**
- Create more awards
  - Create awards that reflect our strengths
  - Create awards to address new paradigms
    - Collaboration and Team Science
    - Diversity
    - Quality
  - Create awards that align with our priorities

# Q: Are We Not Men?



A: We Are Devo

# We are not men

- Let's use our strengths
- Be a mentor/ally to other women
- This is not a zero-sum game
- Help other women succeed
  - Collaborate on projects
  - Invite women to be visiting professors
  - Invite women to join national committees
  - Invite women to speak at national meetings
  - Nominate women for awards
  - Help women win

Thank You

Questions?