Happy Holidays

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"I raise up my voice — not so I can shout, but so that those without a voice can be heard ... we cannot succeed when half of us are held back."

—Malala Yousafzai
Dear colleagues,

As we reflect on the past year, I hope that each one of us can be grateful for the blessings in our life. Everything you might think our work could become – Together, we can make it 100 times better than any one of us had ever imagined. And therefore, as an amazing year comes to an end, our diversity committee wanted to share an important insight with you: Your being here matters.

Our December newsletter is dedicated to celebrating female faculty and their supporters in our Department. We also will provide you with data that show an underrepresentation of women in certain ranks and positions. We hope that this information will initiate a discussion, such that each of us will start to address this situation. And if you think that one person cannot make a difference, you are right: We need to work on this together! We can point out stereotypes, we can speak up for each other and we can support each other. Let’s show the world that we are the people we have been waiting for. We want to create a new and better world for the next generation of physicians, scientists and Nobel prize winners.

We have limited time to do all the good things we have come to do. I hope that every one of us can realize their full potential. I hope that our work will be fulfilling, and that we will be blessed with some luck in the New Year. And if we allow the future to arrive, if we truly embrace a culture of inclusion, it will be full of joy and enchantment.

https://www.youtube.com/watch?feature=player_embedded&v=G3Aweo-74kY&app=desktop

Heike Daldrup-Link, M.D.
Associate Chair for Diversity
Department of Radiology

STANFORD DIVERSITY RESOURCES

Each month, this section will highlight various resources on Stanford campus that are diversity related.

This Month: Women Faculty Networking

The Women Faculty Networking Group meets on the first Wednesday of the month from 12-1:30 pm in the Bing Dining Hall (3rd floor hospital), except when otherwise noted. The Women Faculty Networking group is open to all women faculty and instructors, across all lines. OFDD solicits topics and speakers of interest from women faculty throughout the year. The group comes together for lunch, with 25-40 attendees at each session. Stanford Medicine’s women also receive various career development opportunities announcements throughout the year.
Women Faculty in Radiology

We are grateful and proud to recognize our women faculty in Stanford Radiology. Every day, these individuals invest their work and effort to advance our clinical, research and teaching mission in the Department of Radiology and Stanford School of Medicine. We also thank their many supporters, male and female, who help them succeed every day.

Full Professors

Associate Professors

Assistant Professors

Instructors (Not Pictured): Johanna Chang, Stephanie Chang, Audrey Fan, Christine Ghatan, Sharon Hori, Jafi Lipson, Mrudula Penta, Sheena Prakash, Emily Tsai, Katheryne Wilson, Amanda Rigas
Our site has an official URL and is now accessible to all!! Again, you will find many diversity related articles and resources, an event page and a blog, all updated on a monthly basis. We hope that in the coming months and beyond, you will contribute suggestions for resources, events, and stories.
Absolus and relative numbers of male (blue) and female (red) faculty in the Radiology Department.
HOW TO BE AN ALLY TO THE WOMEN YOU WORK WITH

ADVOCATE FOR FEMALE CO-WORKERS AND ENSURE THEIR IDEAS ARE HEARD

AS KATIE WAS SAYING...

GREAT IDEA KATIE!

PICK POWER SEAT

WOMEN FACE DOUBLE-STANDARDS

CONFIDENT

AMBITIOUS

CALL IT OUT!

WOMEN GET LESS CREDIT FOR THEIR SUCCESS

CELEBRATE ACCOMPLISHMENTS

MEN APPLY FOR JOBS WHEN MEETING 60% OF CRITERIA, WOMEN WAIT UNTIL MEETING 100%.

ENCOURAGE WOMEN TO GO FOR IT!

GIVE CONSTRUCTIVE FEEDBACK

to

HELP

WOMEN GROW

MENTOR OTHER WOMEN TO HELP THEM INTO LEADERSHIP ROLES

Some links to help shift workplace culture in favor of women leadership:

- http://eachvideo.com/watch?v=jRDS_Ow7Mwo
- https://hbr.org/2013/09/women-rising-the-unseen-barriers
Department Announcements

Promotions:
Congratulations to our female colleagues who were recently recognized for their achievements by their peers and were recently promoted! We appreciate your hard work and dedication!
Dr. Wendy DeMartini was elected to President, Society for Breast Imaging
Dr. Nishita Kothari was promoted to Professor of Radiology at the Stanford Medical Center
Dr. Jafi Lipson was promoted to Clinical Associate Professor
Dr. Audra Brunelle was promoted to Clinical Assistant Professor

Diversity Award:
Congratulations to Curtis Langlotz for receiving the RADxx Champion award for supporting women in IT from the Radxx Initiative. Dr. Tessa Cook nominated Dr. Langlotz for mentoring many of today’s women leaders in medical imaging informatics, particularly during his time as Vice Chair for Informatics, Department of Radiology at the Perelman School of Medicine at the University of Pennsylvania.

radxx-announces-award-winners-outstanding-leadership-medical-imaging-informatics

From the 2016 Physician Wellness report:

![Professional Fulfillment for Male and Female Faculty](image1)

From the 2016 Physician Wellness report in Stanford’s SOM: In 2016, 17% of Stanford affiliated physicians reported high professional fulfillment. Female physicians experienced significantly less professional fulfillment than male physicians (13% versus 20%), and clinical educators as a whole reported the lowest rates of professional fulfillment. Multivariate linear regression results indicated higher professional fulfillment was associated with higher perceived appreciation ($\beta = 0.34; p < 0.0001$), after adjusting for age category, self-identified race, gender, and work hours (model $R^2 = 0.44$). Higher fulfillment was also associated with higher perceived leadership support ($\beta = 0.35; p < 0.0001$).
As part of our diversity education efforts, we have started a book club corner where each month we will introduce a diversity themed book that we think is a great read.

December Diversity Book Club selection: “The Inclusion Dividend”

Review by Gloria Hwang, MD

How do we achieve a diverse and inclusive work environment? Many of us have taken the rather unsettling implicit association test ¹, which reveals that despite our conscious desire to treat everyone equally and fairly, we all harbor unconscious biases. These biases lead to disheartening studies showing that Lakisha and Jamal are less likely to get offered job interviews than Emily or Greg², or that with an identical CV Jennifer is rated less competent and less hire-able than John for a lab manager position³. Further, it leads to the study showing that female leaders in tech are more likely to receive critical feedback in their performance evaluations (58.9% of men, 87.9% women), and that negative personality criticism — such as “abrasive” — are much more likely to be present in women’s reviews (76% vs 2%).”⁴

If the amygdala is hard at work, and we can’t control the primitive brain responses, what is there to do?

Fortunately, “diversity and inclusion” books are available to advise us how to move beyond throwing up our hands. One of my favorites, *The Inclusion Dividend*, by Mark Kaplan and Mason Donovan, is available as an electronic book through Lane Medical Library. (For audiobook junkies, this book also exists in audiobook form.) It begins by defining diversity and inclusion and making a business case for D&I. What I like about this book is that, starting with Chapter 4, it offers an excellent framework for how to effect meaningful D&I change in an organization. The authors suggest modeling D&I initiatives after corporate safety programs, akin to the Plan-Do-Check-Act cycle. They note that for *sustainable* change, the change must occur at four levels. The first is Individual, which typically takes the form of diversity training. The second level is the Group and Team, which involves understanding group identities and insider-outsider patterns. The third level is Organizational, at which change is made to policies, processes, and the culture of the organization. The last level is the Marketplace, which includes the organization’s brand, the extent to which the staff reflect the customer base, and discovering ways to leverage D&I in the creative process and services rendered. After touching on some of the barriers to D&I — unconscious bias, insider-outside dynamics, and dimensions of difference — they persuasively argue that inclusion is a critical leadership competency. They conclude with concrete suggestions for change strategies, of moving beyond “activity-itis,” and suggest best practices for all the steps of the change cycle.

For those who are interested in making a profoundly positive change to our department, I suggest *The Inclusion Dividend* as a good starting point and an excellent holiday read. I look forward to working through the Diversity Committee in the new year to make Stanford Radiology stronger through diversity.

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"Inclusion Dividend"


[1]https://implicit.harvard.edu
Holiday Fun Sources

Here some fun-sources for you and your family to enjoy over the holidays!

Illuminate SF Festival of Light:
http://www.illuminatesf.com/

Nutcracker Shows in the Bay Area:

Holiday Shows in the Bay Area:

Holiday fun (City Specific)
https://www.mercurynews.com/2017/11/18/

Niles Canyon Railway:

7D Dark Ride Virtual Roller Coaster Experience:
https://www.city-sightseeing.us/products/7d-experience-darkride

Ice Skating at Union Square in SF:
There are several places to ice skate in San Francisco to get in the holiday spirit. Union Square always has a large rink, open from November 1, 2017 to January 15, 2018 this year. Prices are $18 for adults and $13 for kids ages 8 and under for a 90 minute session and skate rental is included.

Other Ice Skating Options:
http://www.bayareaparent.com/Article/Where-to-Ice-Skate-Around-the-Bay-Area/
WHAT DO YOU MEAN

SANTA’S GOT ENOUGH REINDEER