

## Original Letter

Dear Members of the Women in Medicine Committee,

We are writing in support of Dr. Susan B. Scholar, who is being considered for the 2009 Women in Medicine Leadership Award.

Dr. Scholar has had a long and impressive career as an academic physician and has inspired many women to follow in her very able footsteps. After a highly productive career as a physician, teacher, and researcher, Dr. Scholar turned her attention to leadership in academic medicine, both for her own interest and to help others. Her current role as Senior Associate Dean for Faculty Affairs is one that allows her many opportunities to help faculty members reach their potential.

Prior to becoming Associate Dean, Dr. Scholar was Vice Chair of her Department of Procedural Medicine. In this role, she mentored the junior faculty, and trained other senior faculty to be mentors, both in her own and in other departments. She paid meticulous attention to the needs of the department, and diligently ensured that faculty recruitments, expectations and schedules adhered to the highest standards. Her personal warmth and collegiality were widely recognized, and she was a welcome addition to any team or committee lucky enough to include her.

## Edited Letter (by the Dean)

Dear Members of the Women in Medicine Committee,

We are writing in support of Dr. Susan B. Scholar, who is being considered for the 2009 Women in Medicine Leadership Award.

Dr. Scholar has had a long and impressive career as an academic physician and has inspired many women to follow in her very able footsteps. After a highly productive career as a physician, teacher, and researcher, Dr. Scholar turned her attention to leadership in academic medicine, both for her own interest and to help others. In her role as Senior Associate Dean for Faculty Affairs, she has prioritized and successfully mentored faculty at all levels to reach their academic potential.

Dr. Scholar is a pioneer in the field of mentorship. While Vice Chair for her Department of Procedural Medicine, she created a mentorship program which was adopted by the entire medical center. Following the success of her local program, she obtained a \$1.7 million grant from the prestigious Roger Rock Johnston Foundation. As Principle Investigator (PI), she effectively partnered with leaders at 5 major institutions, and helped create a model faculty mentorship that has led to 15 publications, 14 grants for a total of \$2.6 million and the promotion of 37 assistant professors to associate professor, and 28 associate professors to full professors, 34% of them women. The poster she and her group presented at the Society of Long Anticipated Change in 2003 won their most prestigious award, the Golden Axe.

*Change from  
passive description  
of potential  
→  
active role with  
outcomes*

*Change from  
feminine nurturing  
role  
→  
description of skills  
with specific  
achievements*

Dr. Scholar is an intelligent, conscientious and hard-working physician who is highly motivated. She is very careful and thorough, always well prepared for the work day, and always willing to “go the extra mile” for the patient. She has been and continues to be a highly valued clinician whose interest and ability to hear her patients’ needs coupled with her diligence and disciplined approach to problem solving has led to her become the choice of generations of patients, as well as many clinicians and their own families.

Dr. Scholar’s popularity as a teacher is illustrated by her “Teacher of the Year” Award in 1999. She took her interest in teaching to a national level through her involvement with regional educational meetings, and production of a series of educational slides and presentations which she presented nationally. She has lectured all over the country including multiple visiting professorships and has taught at many national workshops and courses.

As a teacher and researcher, Dr. Scholar has been a model for other women physicians. She has had numerous scientific exhibits, abstracts and peer review journal articles as well as multiple book chapters. Many of these articles presented an innovative technique to the medical community and considered seminal works. She directed the well known research enterprise for her department, where she mentored post doctoral students for over a decade, most of who have gone on to prominent positions of their own.

*Change from  
“grindstone”  
adjectives  
→  
strong leadership  
behaviors*

*Change from  
minimizing the  
award  
→  
identifying the  
significance of the  
award and national  
leadership  
contributions*

*Change from  
minimizing  
accomplishments  
→  
highlighting  
specific  
achievements and  
the impact of the  
work*

Dr. Scholar is an extraordinary physician and teacher highly regarded in her department and throughout the medical community. Her ability to hear her patient’s needs coupled with her extensive knowledge of Procedural Medicine and her insightful approach to problem solving has led to her becoming the choice of generations of patients, as well as many clinicians and their own families.

Dr. Scholar’s teaching strengths are illustrated by her “Teacher of the Year” Award in 1999 and by appointment as Chair of the Educational and Programs Committee of the Procedural Innovation Society. Dr. Scholar has been an invited visiting professor over 300 times, in more than 35 countries, actually lecturing and teaching in two languages.

As a teacher and researcher, Dr. Scholar is a model for other physicians and for many accomplished researchers. She has published over 200 peer reviewed journal articles as well as multiple book chapters, scientific exhibits, and abstracts. Her first- authored, early articles on innovative techniques in her specialty are considered seminal works. As Director of the Laboratory for Innovative Research, she mentored post doctoral students for over a decade, most of who have gone on to prominent positions of their own.

Once Dr. Scholar turned her attention to career paths for women in medicine, her persistence, and determination began to pay dividends, initially for women who worked with her, and ultimately for women across the country. She recognized that women often face disadvantages due to the challenge of the tenure clock occurring simultaneously with childbearing and early childhood responsibilities and she spent countless hours educating the medical community, and to change promotion policies. Seeing that part time work was often a disadvantage for women and junior faculty, she launched a multi-institutional study of human resource practices and brought the information to the attention of our Dean, and was able, once again to effect policy changes that benefitted many of our junior women faculty.

In summary, I can see no reason not to give this award to Dr. Scholar. Her tireless efforts on behalf of women have certainly earned her some measure of well earned recognition. Her continual work in this area of endeavor continues to increase her skills and abilities and I have no doubt that we will see even more of her accomplishments in the years to come.

If you have any questions, please don't hesitate to ask.

Sincerely,  
FTMS Women in Academic Medicine  
Committee

*Change from "grindstone" description of work limited to impact on women  
→ describing the outcomes and attribution for change and benefit to a wide target audience*

*Change from negative attribution and hard worker  
→ praise and reinforcement of qualities that merit the award*

As Senior Associate Dean for Faculty Affairs, Dr. Scholar used her insight and experience to create leadership initiatives to the benefit of faculty both locally and nationally. She recognized that women often face disadvantages due to the challenge of the tenure clock occurring simultaneously with childbearing and early childhood responsibilities and she spearheaded a program to educate the medical community, and to change promotion policies. Seeing that part time work was often a disadvantage for women and junior faculty, she launched a multi-institutional study of human resource practices and authored policy changes that benefited the faculty and served as a national model and resource.

Dr. Scholar has our highest possible recommendation for this award. Her vision and leadership are remarkable, and her accomplishments have been transformative for our institution. She has been a role model, change agent, and advocate of faculty nationally. She truly embodies the achievements described by the National Women in Medicine Leadership Award.

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