Active Mentorship (aka Sponsorship)
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Why Diversity in the Workforce

• First and foremost, it is the right thing to do
  – 366 public companies in the UK, Canada, the USA, and Latin America
  – Data: composition of top management, boards, financial data (earnings from 2010-2013).

Likelihood of financial performance above national industry median, by diversity quartile

<table>
<thead>
<tr>
<th></th>
<th>Gender diversity</th>
<th>Ethnic diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>4th quartile</td>
<td>54</td>
<td>58</td>
</tr>
<tr>
<td>1st quartile</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>+15%</td>
<td>+20%</td>
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SOURCE: McKinsey Diversity Database
Mentoring vs. Active Mentoring

- **Mentors** provide advice, feedback, and coaching
- **Sponsors (or active mentors)** are advocates in positions of authority who use their influence intentionally to help others advance.

Differences between mentors and sponsors

From “Forget a mentor, find a sponsor”, by Sylvia Ann Hewlett

We need both!
Mentor

- Example
  - I am working on something new, and need advice on how to approach it — ask a mentor
- It is a one way relationship (mentor → mentee)
- Not just 1 mentor
- Build a network of mentors

Sponsorship

- Example
  - Chair Janet needs a medical physicist. I know resident Joe would do a great job, so I tell chair Janet about him and that I think he is the right fit for the position.
- Find 2 or 3 sponsors who can vouch for you
Sponsorship

- Sponsorship is a 2-way relationship
  - Someone sponsors you
  - Expects high performance and appreciation from you

Panel Discussion:
Promoting Diversity Through Active Mentoring

Moderator—Laura Cerviño, PhD.

Associate Professor
UC San Diego
Chair of WPSC
Co-moderator—Nicole Ranger, MSc, FAAPM

**Diagnostic Medical Physicist**
Radiology
Aspirus Wausau Hospital
Founder of the WPSC luncheon

Panel—Colin Orton, PhD, FAAPM, FACMP

**Professor Emeritus**
Wayne State University
Former AAPM president

Panel—Elizabeth Krupinski, PhD.

**Professor**
Vice-Chair for Research
Radiology
Emory University
Panel – Jean Moran, PhD., FAAPM

Professor
Associate Division Director of Clinical Physics
University of Michigan Medical Center
Founder of the WPSC

Panel – Julianne Pollard-Larkin, Ph.D.

Assistant Professor
Radiation Physics
MD Anderson Cancer Center
Member of the WPSC and Diversity and Inclusion SC

Panel – Stephen Avery, PhD., FAAPM

Assistant Professor
Radiation Oncology
University of Pennsylvania
Chair of the Diversity and Inclusion subcommittee
Panel – Michael McNitt-Gray

Professor
Radiology
UCLA

Director of the Medical Physics
Graduate Program at UCLA

Panel Discussion: Promoting Diversity Through Active Mentoring

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