

The Chairman's Perspective: What Contributions Are Important For Promotion On The "*Clinical Expertise and Innovation*" Track

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What Medical Schools Want

- Recognition for their quality and excellence
- Recognition as leaders and innovators
- Faculty who make them better known
 - Leaders nationally and globally in their areas of interest
 - Luminary positions in national societies
 - Recognized names in the media
- Faculty who bring in resources-- grants
- Rank order of what medical schools value
 - Research
 - Patient care
 - Education

What Medical Schools Need

- Faculty who stay home, teach their students and take care of their patients
- Faculty who are responsible and accountable for educational programs
- Faculty who are intellectually and emotionally invested in the patient experience
- Structural dissonance between wants and needs that individuals and departments must manage

What I Look For

- Good citizenship and successful participation in quality and safety activities
- Solid record of innovation and publications that tell the story— what it entails is up to the individual
- Track record of clinical success and feedback from colleagues and peers attesting to expertise
- Active participation in educational programs
- Willingness to accept some administrative responsibilities

Pitfalls in Career Development: Lack of Focus

- Recognition comes with focus
- Same number of publications more impactful if focused
- Are you well enough known for something that recommendation letter writers will know about it and say it?

Pitfall in Portfolio Development: Poorly Constructed CV

- CV is a persons academic autobiography
- Errors and omissions reflect poorly
- Out-of-date
- Incomplete citations
- Incorrect or defective citations
- Mixing peer reviewed with proprietary publications
- Poorly constructed personal narrative

Pitfall in Portfolio Development: Poorly Constructed CV

- Incomplete employment history and/or academic appointments history
- Failure to record teaching and mentoring contributions-- common
- Failure to cite research grants
- Failure to keep track of presentations and work on committees
- Failure to note awards and honors

Personal Narrative

- Effective narrative
 - Presentation of interests
 - What a person has studied or done
 - What was discovered
 - Why it is important
 - How it changed practice or thinking about a disease
 - How it has impacted the field
- Ineffective narrative
 - Statement of activities without any of the punch lines of what was discovered, why it is important and how it changed anything