Mission
The Center for Faculty Development (CFD) facilitates the career advancement and job satisfaction of faculty, research fellows and graduate students at the MGH. Our strategies are to:

- Develop and implement programs for faculty/trainees at all stages in their careers - from early careers to senior leadership - that promote academic and career development.
- Provide information, education and resources to increase faculty effectiveness.
- Provide support and education regarding academic advancement and promotion processes.
- Provide counseling, advice and support.

Focus
The CFD is an umbrella organization geared broadly for all faculty and includes three distinct branches, the Office for Clinical Careers (OCC), the Office for Research Careers (ORC) and the Office for Women’s Careers (OWC), which address specific concerns for each respective constituency. In addition, a Graduate Student Division and Post Doctoral Division are housed within the ORC branch to address the needs of the graduate student and post-doctoral communities.

Achievements
In 2019 the CFD and its offices saw continued success in the integrated approach to providing services and resources to our faculty and trainees. Many of our programs were collaborations between different CFD offices, and where appropriate we opened programs to fellows and residents. This year, the CFD and its associated offices sponsored over 80 professional development programs for approximately 2,400 faculty, fellows, students and other professional staff. The program themes spanned career development, academic advancement, management, communications, negotiation, Responsible Conduct of Research, leadership, networking and work-life balance. This year, the CFD also expanded the OWC gender parity initiatives support by the Mass General Physicians’ Organization with the additional support from Executive Committee on Research (ECOR). The initiatives include Scholarly Writing Awards (SWA), Advancing Careers through Editing (ACTE) awards and facilitated negotiation skill building training. The CFD has initiated online systems to automate the process for organizing events/workshops, scheduling office visits and managing award opportunities by collaborating with offices such as the Division of Clinical Research (DCR) and ECOR.

The CFD presented “Facilitating Career Development” at the 2019 Scientific Advisory Council event and facilitated four sessions of the new Mass General Research Institute Orientation this year. The CFD and its offices have given presentations to departments and have represented the MGH at various events including the annual HMS New Faculty Orientation.

In addition, over 300 individuals visited the CFD and/or one of its offices this past year for almost 360 office consultations. Approximately 230 of these consultations were with a CFD staff member (59% faculty, 41% fellows, graduate students, residents and other staff) and about 130 consultations were with an external advisor (44% faculty, 56% fellows, graduate students, residents, and other staff). The clear majority of the consultations were for career advice (including individual coaching sessions on negotiation and having difficult conversations), promotion, and grant funding.

Strategic Priorities
- Collaborate with department specific faculty development liaisons to leverage best practices and resources
- Design and develop a new CFD website to enhance ease of use and communication of resources
- Continue to automate CFD processes where indicated and practical to enhance efficiencies.
- Continue to collaborate with the Mass General Physician’s Organization on gender parity issues
- Continue to meet with all new Chiefs to review departmental faculty data and CFD resources.
• Provide professional development programs and workshops that meet the needs of our faculty and trainees, as well as networking opportunities for the faculty and trainees.
• Facilitate the annual New Faculty Orientation to familiarize new faculty with MGH/MGPO senior leadership and available resources to enhance their MGH experience.
• Recognize and celebrate outstanding mentorship by continuing to sponsor the annual John T. Potts, Jr., MD, Faculty Mentoring Award.
• Sponsor and administer the Caring for Dependent(s) (CFD) Travel Awards to help defray additional dependent care costs that go above and beyond care needs while a faculty member is traveling to an academic/society meeting.
• Offer individual consultations to help faculty, research fellows and graduate students with advice and guidance.
• Facilitate consultation services to understand the usage of the Community of Science (COS) PIVOT database.
• Monitor and report on the Annual Career Conference (ACC) statistics.
• Facilitate the implementation of an online system for the ACC process in departments.
• Facilitate the implementation of an online system to track the internal status of HMS faculty promotions.
• Facilitate the implementation of an online system to track the process/status of postdoctoral fellowship.
• Collaborate with the MGH Diversity Committee, MGH Center for Diversity and Inclusion, Harvard Medical School and its affiliates.
• Co-chair the annual Mentoring Course at Harvard Medical School along with the Consortium of Harvard Affiliated faculty Development and Diversity Offices (CHADD).
• Continue to collaborate with CHADD on faculty development best practices.

Office for Research Careers (ORC) - Dennis Brown, PhD, Director
(formerly Office for Research Career Development)

Mission
The Office for Research Careers (ORC) addresses the specific needs of the MGH research faculty and trainees. The ORC areas of emphasis are:
• Develop programs to advance the career pathways of research faculty in an academic medical center environment.
• Strengthen the career guidance and mentoring offered to trainees at the pre- and post-doctoral level.
• Enhance communication and collaborations within the research community.
• Provide individual counseling, advice and support.

Focus
The ORC is a branch of the CFD and serves the hospital’s large community of faculty investigators as well as its graduate students and postdoctoral research fellows, including administering the MGH Guidelines for Research Fellows and advising the Mass General Postdoctoral Association (MGPA). In 2019, the ORC continued to offer individual career counseling, to organize professional development seminars (including a Responsible Conduct of Research series required by NIH), to provide networking opportunities, and to advocate on behalf of the research community.

Achievements
• Counseled approximately 150 faculty, fellows and research staff in individual meetings aimed at career advice, promotion, and other matters.
• Continued to guide and collaborate with the Graduate Student Division (GSD) and Post-Doctoral Division (PDD) to enhance existing programming and career support for MGH research trainees.
• Developed a guidance document to clarify the expectations and readiness factors of candidates for role of the (entry-level faculty) instructor appointment. Successfully ushered the instructor guidance document through the review process with MGH senior leadership.
• Collaborated with the MGH Development Office to offer about 60 individual consultations on identifying research funding opportunities.
• Completed the fifth cohort of the New Investigator Advancement Initiative (NIAI) for MGH faculty who hold their 1st NIH R-level grant or equivalent (including institutional startup packages.) Over six sessions, over 20 faculty met nearly every month to hear from senior members of the MGH research community and discuss important topics for a successful career. Topics included: ‘Hiring & Setting Expectations with Your Research Team’; ‘Mentoring for Yourself and Your Mentees’; and ‘Budgets and Strategic Planning for Money and Resources’.
• Offered a four session Responsible Conduct of Research (RCR) series designed for NIH trainees and open to all MGH researchers. Each session provided credit towards NIH RCR education requirements.
• Provided English as a Second Language (ESL) classes specifically designed for researchers. Two 12-week semesters of ESL each served 80-90 students, who were divided into four class levels based on their English skill.
• Offered seminars and workshops to enhance the professional development of research faculty, including sessions on: Laboratory Leadership; Hiring and Setting Expectations and Grant Writing; Are You Ready to Write an R01?
• Collaborated with the PDD to advise the MGPA, which continues to offer research fellows leadership opportunities, and the chance to develop their own career and networking events.
• Collaborated with the Office for Women’s Careers on programs and initiatives for women researchers, including an Academic Careers Mentored Lunch and the Claflin Distinguished Awards Information Panel.

Strategic Priorities
• The ORC will work with hospital leadership and departments to clarify the process and resources for resolving authorship disputes. The goal of this initiative is the development of written guidance that can be used by authors to avoid disputes when possible and understand the resolution process when disputes arise.
• The ORC will continue focus on the needs of research faculty in developing lab management skills. The Lab Management Series will offer seminars on topics that include: Hiring and managing lab staff; communication skills; micro-negotiations; social media for scientists.
• As more labs move towards using digital lab notebooks, the ORC may create programming to assist research faculty in developing new lab management practices that align with the use of digital data.
• Continue to provide programming and advocacy for MGH research faculty geared toward career development, guidance and career satisfaction, especially considering the complex and difficult funding climate.
• Contribute to efforts to assist researchers in transition due to funding issues or the shrinking faculty job market, including:
  – Raising awareness of the non-faculty track Research Scientist position to retain highly trained individuals.
  – Increasing awareness of programs for alternative career opportunities (e.g., industry, scientific publishing, college teaching, lab management or administration), and encouraging faculty to support postdocs in career exploration.
  – Educating faculty on the availability of and application process for MGH interim funding.
• Continue to facilitate collaborations between the ORC, Graduate Student Division and the Post-Doctoral Division to create programs that serve some of the overlapping needs of members of the research community.

Graduate Student Division (GSD) - Thilo Deckersbach, PhD, Director / Karen K. Miller, MD, Interim Director

Mission
The Graduate Student Division (GSD) is designed and intended to serve the practical needs of graduate students from all academic institutions that are associated with clinical and research faculty at MGH and foster a graduate student community at MGH. The GSD areas of emphasis are:
• Serve basic and academic needs of graduate students.
• Provide programs, services, and resources.
• Create a sense of community and enhance the overall experience of students affiliated with MGH.
• Establish relationships with area graduate schools.
Focus
The GSD is within the ORC and supports the hospital’s graduate student community -- more than 600 non-employee PhD students performing their research at MGH. In addition, we provide support and resources to the faculty working with graduate students. In 2019, the focus of the GSD was to:

- Offer targeted educational seminars designed to help graduate students build professional communication, and networking skills.
- Highlight student publications.
- Provide student travel awards.
- Provide mentorship awards
- Assist with students’ transportation to help to defray the cost of the T-pass.
- Enhance GSD visibility by increasing communication.
- Provide support for PIs of PhD graduate students.
- Provide enhanced service to students in CNY
- Improve systems to determine the identities and number of graduate students at MGH and enable enhanced communication

Achievements
- Provided 10 educational programs to help graduate students in the following areas: negotiation and conflict management, job search strategy, resume building, interview skills, fellowship applications, funding opportunities, and mentoring.
- Sponsored graduate student lunch seminars where they are able to present and engage with their fellow graduate students.
- Counseled over 10 graduate students in individual meetings aimed at career advancement and new graduate student orientations.
- Counseled faculty on how to get graduate students and a student on applying to graduate school.
- Provided approximately 15 graduate students with a session at no cost with an external career consultant to discuss CV/resume preparation and career development.
- Presented the “GSD Select Paper of the Year” Award to Daniel Montoro, PhD Candidate, a PhD student in Dr. Jayaraj Rajagopal ’s lab; his paper, “A revised airway epithelial hierarchy includes CFTR-expressing ionocytes” was published in Nature journal.
- Sponsored the 2019 GSD Mentoring Award to recognize a PI for his outstanding contribution in helping graduate students to advance their skills and provide academic support. Alex Soukas, MD, PhD, the Weissman Family MGH Research Scholar 2018-2023, Physician Investigator, MGH Center for Genomic Medicine, and Associate Professor of Medicine, HMS.
- Facilitated the GSD International “Buddy” System program to help connect new international students with graduate students who have been at MGH for a longer period.
- Offered the GSD T-Pass Savings to help eligible graduate students to defray their T-Pass transportation costs.
- Continued to sponsor and administer the GSD Graduate Student Travel Awards to help graduate students when travelling to an academic/society meeting related to their advancement.
- Sponsored the 6th annual GSD/ PDD/MGPA Barbeque for MGH grad students and postdoctoral fellows to network and socialize.
- Continued to maintain close relationships with area graduate schools' administration.

Strategic Priorities
- Enhance communication with graduate students and PIs through digital tools including email and new website resources.
- Expand educational offerings to CNY and add one-on-one counseling sessions and career consultation with Director at CNY location monthly.
- Collaborate with other offices within the CFD to build strong support for the research community at MGH.
• Support scholarly activities of PhD graduate students who are currently doing research at MGH by offering the GSD Travel awards, T-Pass savings, GSD Select – Paper of the Year Award and PI Mentoring awards.
• Collaborate with Post-Doctoral Division to connect graduate students with MGH post docs and develop graduate student and post docs mentoring program.

Post Doctoral Division (PDD) – Marcia Goldberg, MD, Director

Mission
The Post Doctoral Division (PDD), addresses the specific needs and career advancement of the research fellows at MGH. The PDD areas of emphasis are:
• Provide programming for career advancement, professional development, networking and work life balance.
• Enhance awareness of, and compliance with, the MGH Guidelines for Research Fellows, including its 5-year term limit and extension requests.
• Act as central point of contact for post-doc fellows regarding career development information, resources, and issues.
• Encourage the Annual Career Planning discussion between postdocs and their mentors and the completion of the related form (part of the Guidelines for Research Fellows).
• Facilitate on-boarding and orientation sessions for newly-arrived post-docs to familiarize them with research and career resources the MGH.
• Provide individual counseling, advice and support.

Focus
The PDD is within the ORC and serves over 1,500 post-doctoral research fellows at MGH, including administering the MGH Guidelines for Research Fellows and advising the Mass General Postdoctoral Association (MGPA). In 2019, the PDD continued to grow programs and professional development seminars for research fellows and offered one-on-one consultations on a wide range of issues including career advice and funding.

Achievements
• Counseled over 80 faculty, fellows and research staff in individual meetings aimed at career advice, promotion, and other matters.
• Sponsored the 13th annual Research Fellows Poster Celebration to recognize the excellent research conducted by MGH postdoctoral fellows. Research fellows presented their work, and prizes were awarded to the top research. Short lectures at the awards ceremony offered advice on career development.
• Continued programming to support post-doctoral career and professional development and orientation lunches for new research fellows.
• Continued the enhancement of communications, outreach and engagement by refining mobile-friendly email marketing and event registration platforms. Some of these platforms have been adopted by other CFD offices.
• Gathered information and recommendations from the PDD Committee, comprised of postdocs from various MGH departments, for the PDD webpage content.
• Continued to advise the MGPA and collaborated with MGPA leadership to develop programming for each of the sub-committees, including: “Careers in Consulting” and “Mastering the Interview”.
• Collaborated with MGPA in efforts to organize training and networking for internationally-trained MDs preparing for residency in the United States, including the development of study groups focused on different phases of the USMLE exams.
• Processed about 45 post doc extensions using the new Post Doc Extension Policy process on the online platform which enhanced the efficiency significantly.
• Shepherded a change in MGH policy to require that each postdoctoral trainee identify a secondary mentor.
• Modified the Annual Career Planning Form to promote the requirement for a secondary mentor.
• Initiated twice-yearly MGH Post Doctoral Division travel awards in the amount of $1,000 per awardee to support the travel of two postdoctoral fellows to academic/society meetings.
• Exploring ways of ensuring that postdoctoral fellows receive annual career meetings and salaries above the MGH minimum.
• Exploring ways of establishing and maintaining an MGH postdoctoral fellow alumni database.

Strategic Priorities
• Establish online appointment process for postdoctoral fellows, which will enable improved tracking of annual career meetings and salaries.
• Establish and maintain an improved MGH postdoctoral fellow alumni database.
• Continue to offer programs in a variety of locations and formats to encourage more participation, including offering programs at different locations and creating resources available online and/or on-demand. Utilize new video conferencing resources to record and livestream programs when possible.
• Increase programming in career exploration, to assist postdocs in understanding various career paths.
• Build relationships with alumni to help foster community with our current post-doctoral research fellows.
• Increase participation in the alumni database and use it to track the outcomes and career pathways of former MGH postdocs.
• Continue to enhance and streamline communication through digital tools including email and web resources.
• Collaborate with internationally-trained MDs to continue to develop resources and support for their professional development needs.
• Explore ways of supporting postdoctoral fellowship grant applications, including the possible development of a peer editing initiative and peer writing accountability groups.
• Analyze data on fellowship success rates and faculty job attainment.
• Create a mentoring award for PIs who show excellence in fostering the careers of postdoctoral fellows.

Office for Women’s Careers (OWC) – Nancy Rigotti, MD, Director

Mission
The Office for Women’s Careers (OWC) facilitates the career advancement of women faculty at MGH. The OWC areas of emphasis are:
• Increase the number of women faculty promoted by academic criteria and achieving leadership positions.
• Increase women faculty members’ retention and job satisfaction.
• Implement programs that promote career development and work-life balance.
• Provide individual counseling, advice and support.

Focus
The OWC is a branch of the CFD and was created to foster a gender equitable environment to assure that women and men faculty had equal opportunity to succeed in research and clinical careers at MGH. Through many programs and collaborations, the OWC provides career development resources for women and endeavors to build a sense of community among women faculty across the institution. The office focuses on reducing barriers to career advancement and by request advises women faculty on various career matters. It also develops programs on topics such as leadership skills, negotiation, promotion, mentoring, presentation skills, finance, and academic writing. The OWC also offers opportunities for women faculty to network with peers and female role models in academic leadership positions.

Achievements
The OWC continued efforts to support and advance the careers of women faculty in 2019. Highlights of OWC activity:
• Continued to offer a series of initiatives, supported by the Mass General Physicians Organization (MGPO) and the Executive Committee on Research (ECOR), designed to enhance gender parity in MGH faculty. Initiatives include:
Expansion of the Caring for Dependents Travel Awards, which offer up to $500 reimbursement to help faculty parents cover child travel/extra childcare expenses during a scientific/medical conference; and expansion of the CV formatting assistance program.

The Advancing Careers Through Editing (ACTE) initiative, which offers editing services on journal manuscripts and the Scholarly Writing Awards (SWA), offering extra child/dependent care reimbursement to allow faculty ‘protected’ time to finish a manuscript.

A Negotiation Bootcamp workshop, which ran twice with full capacity, to help women faculty negotiate for career advancement.

Offered individual negotiation coaching consultations to women faculty who attended the Negotiation Bootcamp as an opportunity to enhance the skill set they learned at the session.

Organized the highly successful 22nd annual Women in Medicine celebration. This event recognizes past year achievements by MGH female faculty, especially highlighting women who achieved the rank of Professor in the past year. The event includes a lecture from a distinguished female leader. The 2019 speaker was Dr. Iris Bohnet, Academic Dean of Harvard’s Kennedy School of Government, who spoke about strategies to overcome barriers to achieving gender equity in academic institutions.

Received endowment funds from Dr. Slavin to honor of Cathy Minehan’s leadership of the MGH Board of Director. These funds will support the Cathy Minehan Fellowship in Leadership Development for Women. This annual award will provide salary support and funding to allow an aspiring female leader to attend an off-site intensive leadership training program and return to conduct a mentored leadership project.

Supported the growing community of Claflin Distinguished Scholars with a panel discussion for prospective applicants and the Claflin Consultation Initiative (CCI) to provide individual coaching to applicants by alumnae, and the annual Claflin Luncheon to welcome the newest Scholars.

In 2019 the CCI assisted a record number of applicants (39) for the upcoming award cycle.

Five of the six 2019 Claflin winners volunteered to coach the new applicants. In addition, four of the six winners had participated in the CCI initiative when they applied the previous year.

Received results of questions on gender equity and maternity leave and lactation support that OWC advocated for including on the biennial 2019 MGPO faculty survey. The results are being shared with stakeholders to support gender equity efforts across the hospital.

Collaborated with MGH Human Resources and other offices to expand awareness of the sexual harassment policy and resources.

Counseled approximately 35 women faculty and trainees aimed at career advice and supporting gender equity and about 40 faculty sought guidance from an external career consultant. These individuals visited the office for nearly 75 consultations.

Strategic Priorities

- Continue collaborations with the MGPO and ECOR to refine initiatives and provide/expand resources to ensure gender equity in career advancement at MGH.
- Continue advocacy efforts to acknowledge and address gender bias and sexual harassment at MGH.
- Expand professional development programs for women faculty that address the challenges of achieving academic promotion, preparing for leadership roles, and integrating career and parenting. Programs include negotiation training and leadership skill building for women, supporting rising female leaders to take advantage of outside resources such as the Executive Leadership in Academic Medicine (ELAM) program, and advocating for parental leave, lactation, and child care initiatives.
- Create the program structure and identify the first awardee for the Cathy Minehan Fellowship in Leadership Development for Women.
- Offer the Claflin Consultation Initiative and panel to support Claflin Distinguished Scholar Award applicants.
- Collaborate with other institutional stakeholders, including the MGH Diversity Committee, MGH Center for Diversity and Inclusion, and the HMS Joint Committee on the Status of Women.
• Collaborate with MGH Development to advocate for increased funding for initiatives that support the advancement of women.

Office for Clinical Careers (OCC) - Theodore A. Stern, MD, Director

Mission
The Office for Clinical Careers (OCC), facilitates the career advancement and promotion of clinical faculty at the MGH. Areas of emphasis for this office are to:
• Develop and implement programs to promote career development.
• Provide support and education regarding the promotion process.
• Enhance clinical practice/practice management.
• Encourage work-life balance.
• Provide individual counseling, advice, and support.

Focus
The OCC is a branch of the CFD and was created to facilitate career advancement/promotion for staff with clinical appointments, to provide career advice to clinical investigators, to enhance clinical practice/practice management, and to encourage/enhance work-life balance.

Achievements
• Advised over 90 faculty and trainees from most departments, in approximately 100 consultation sessions, regarding: career advice, CV/cover letter critique, mentorship, and promotion.
• Sponsored nearly 10 educational programs: Can I Really Write a Book?; Can I/Should I Be Promoted?; Drafting Your Chief’s Letter; Building Your CV Content; and Speaking Up and Giving Feedback: Mastering Conversations Up and Down the Ladder.
• Collaborated with the CFD to hold Crafting Your CV Narrative and Promoting Academic Advancement to help “demystify” the HMS promotions’ process.
• Participated in departmental outreach by speaking at departmental meetings to present on the Center for Faculty Development, facilitate career advancement via seminars, and discuss how to give and receive an Annual Career Conference.

Strategic Priorities
• Help clinical faculty to navigate the promotion process.
• Help faculty to balance research and patient care responsibilities.
• Enhance collaboration with the MGPO to work on academic advancement and on work-life balance for clinicians.
• Expand professional development programs and workshops to meet the needs of clinical faculty, stressing academic and career advancement.
• Advocate for clinical faculty and their careers and work-life balance.
• Promote awareness of/celebrate promotions of clinical faculty and their academic achievements.
• Advise individual clinical faculty members on career plans and academic advancement.
• Continue to collaborate with departmental initiatives and conduct outreach to departments.
• Implement new strategies to market programs to clinical faculty.
• Conduct “exit interviews” with departing clinical staff, to understand their reasons for leaving the MGH.
• Collaborate with the Chief Learning Officer to enhance the career development of clinical educators.
• Continue to contribute to ECOTE and its working committees, to enhance the community of clinician educators.