Executive Summary

It is with pleasure that we provide you with this Annual Report. It is intended as a review of the highlights and accomplishments of the Center for Faculty Development, including Office for Research Career Development and Office for Women’s Careers for Academic Year 2007 - 2008. Consistent with our history, our main objectives have been to assist faculty with career advancement and professional skill development. This year, we have hosted numerous workshops and seminars with good attendance, have assisted approximately 200 faculty members with advice and counseling, met with each chief individually to discuss promotions within the departments and spearheaded many initiatives including the Annual Career Conference, pilot mentoring program and the post doc policy. Please review the following pages to get a more detailed view of the Center’s work this past academic year.

We are excited about the coming academic year as well and plan to build on the infrastructure and feedback received to enhance the overall faculty development climate for our clinical and research faculty.
# Table of Contents

**Mission**

**Advisory Board**
- CFD Faculty Council

**Activity Report**
- Programs
- Career Advancement/Promotions Advice
- Department Chief Meetings
- Academic Coordinators

**Initiatives**
- Annual Career Conference (ACC)
- MGH Faculty Mentoring Program

**Collaborations**
- Consortium of Harvard Affiliated Offices for Faculty Development and Diversity (CHADD)
- Harvard Medical School (HMS) Leadership Course
- Multicultural Affairs Office (MAO)
- Human Resources

**Office for Women’s Careers (OWC)**
- Mission
- Advisory Board: Women in Medicine (WAM) Committee
- Programs
- Women in Medicine Month
- Claflin Distinguished Scholar Awards
- Tribute Book
- Collaborations

**Office for Research Career Development (ORCD)**
- Mission
- ORCD Advisory Board and Steering Committee
- Programs
- Career Advancement/Promotions Advice
- Collaborations

**Communication**
- Biweekly Target Emails
- CFD Newsletters
- Website

**Appendices**
- Appendix A: Guidelines for Research Fellows
- Appendix B: ACC Standard Form
- Appendix C: CFD/ORCD Published newsletters
Mission

The Center for Faculty Development (CFD) was established to facilitate career development of all MGH faculty. This umbrella organization addresses all aspects of faculty development, as well as, specializing on the women faculty through the Office for Women’s Careers (OWC) and research communities through the Office for Research Career Development (ORCD).

The Center facilitates the career advancement and job satisfaction of MGH faculty. The strategies include:

- Develop and implement programs for faculty 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 the promotion process
- Provide counseling, advice, and support
- Keep up to date on national and institutional trends on promotion, advancement and retention

Advisory Board

CFD Faculty Council

The MGH Faculty Council serves as the CFD advisory board and is comprised of faculty members and MGH/HMS leaders to provide guidance.

The committee meets quarterly and the main topics discussed/reviewed this past year included:
Annual Career Conference (ACC)
- Criteria
- PeopleSoft Tracking
- CV Assistance
- Difficult Conversation training

MGH Faculty Mentoring Program
- Outline/Structure
- Pilot concept

Activity Report

Programs

The office hosted a myriad of programs and workshops to assist faculty at all stages in their careers and to help with work life balance. Approximately 45 programs were held in this academic year with an average of about 27 attendees per program.

Academic Career Development Series
Four sessions were held to increase awareness of career advancement: HMS Promotion Criteria, How to get promoted from Instructor to Assistant Professor, Assistant to Associate Professor and Associate to Professor.

Monthly Faculty Development Seminars
Seminar series designed for all faculty to enhance their knowledge and skills so that they can be both better able to handle the
stresses of work and family and more equipped to advance in their careers. Some of the seminars included Using PowerPoint to Enhance Your Presentations (as well as a hands-on training session), Effective Negotiation Skills, Finding and Hiring a Nanny, Publishing in High Impact Journals, Improving Negotiation Outcomes, Long Distance Elder Care, Money Talks – Ask a Financial Advisor, Grant Writing, Write It So They’ll Read It and Business of Life workshops.

**Difficult Conversations Training**
Six sessions were held as part of the Annual Career Conference (ACC) initiative designed for faculty currently giving ACCs. Approximately 45 faculty members who give ACCs as well as senior members who were recommended by their chief have attended this training.

**Professional Development for Researchers**
Seminars designed to advance the career development pathways of research faculty in an academic medical center environment. Most seminars hosted by the ORCD included Image Manipulation in Scientific Research, Funding Through Innovations, Poster Making, Relaxation Response, Imaging Essentials: The Nuts and Bolts of Using Images in Your Documents, Scientific Writing, Grant Writing, Mentored Lunch Series and When to Ask EAP for Help.

**Networking Events**
Events held to help faculty members network and get to know each other outside of their offices or laboratories. Providing an opportunity to meet other faculty and possibly create relationships that would last throughout their careers at MGH. Examples of the various networking events held are: Faculty Development Month and Women in Medicine month celebrations; Mentored lunch series; Claflin Scholars Annual Luncheon; and Annual Research Fellow Poster celebration.

**Facultyfest**
An exciting new collaboration with many internal departments: Professional Staff Benefits, Treadwell Library, Partners’ Childcare Services, The Harvard Medical Center Office of Work and Family, MGH Multicultural Affairs Office, Employee Assistance and Massachusetts General Physicians Organization to host an ‘open house style’ opportunity for faculty to meet each other, network and learn about many of the resources available here at Massachusetts General Hospital.

**Career Advancement/ Promotions Advice**
As part of the focus on reducing barriers to career advancement, the Center provides individual meetings with women faculty to advise them on
### Snapshot of Faculty Numbers discussed during Chief’s meetings

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career advancement or help with specific issues or conflicts related to their professional lives.

In addition to the staff, Mary Clark, PhD, former Associate Dean for Faculty Affairs at HMS, continues to work in CFD one day a week. Her charge is to: advise individual faculty members; meet with groups of faculty in department-specific meetings to discuss and explain the academic promotions process and standards in the individual hospital departments; and consult with department heads/division chiefs on promotion issues for their faculty.

Data shows that there have been a total of 234 visits for individual faculty members or staff in their department. There were 196 individuals in the 234 visits to the Center. Of the 196 individuals:

- 88% met only once
- 12% were repeat visits
- 54% Male
- 46% Women
- 37% Instructors
- 19% Assistant Professors
- 17% each of Associate Professors and Fellows (Clinical/Research)
- <5% each of Professors and individuals in administrative positions
- 47% MDs
- 35% PhDs
- 11% MD, PhDs
- 7% Other (e.g. DMD, EdD)
- 54% Male
- 46% Women

### Department Chief Meetings

Met with the following Chiefs of Service to discuss faculty promotions and the Annual Career Conference Initiative within their department:

- Dr. Dennis Ausiello, Department of Medicine
- Dr. Alasdair Conn, Department of Emergency Medicine
- Dr. William Crowley, Clinical Research Program
- Dr. Daniel Haber, MGH Cancer Center
- Dr. David Fisher, Department of Dermatology
- Dr. Robert Kingston, Department of Molecular Biology
- Dr. Ronald Kleinman, Department of Pediatrics
- Dr. Jay Loeffler, Department of Radiation Oncology
- Dr. David Louis, Department of Pathology
- Dr. Robert Martuza, Department of Neurosurgery
- Dr. W. Scott McDougal, Department of Urology
- Dr. Jerrold Rosenbaum, Department of Psychiatry
- Dr. Harry Rubash, Department of Orthopaedics
- Dr. Isaac Schiff, Department of Vincent Obstetrics and Gynecology
- Dr. James Thrall, Department of Radiology
- Dr. Joseph Vacanti, Department of Pediatric Surgery
- Dr. Andrew Warshaw, Department of Surgery
- Dr. Anne Young, Department of Neurology

See opposite page to view departmental faculty stats summary.

**Academic Coordinators**

The CFD collaborates with all ‘academic coordinators’ in each hospital department. The ‘Academic Coordinators’ are the staff in each hospital department who are responsible for the day-to-day processing of paperwork relative to academic and hospital appointments. Once a year, the office hosts an appreciation luncheon in honor of the ‘Academic Coordinators’ as they are the key to keeping current and accurate lists of all faculty at the MGH. This year, Dr. Maureen Connelly, Associate Dean for Faculty Affairs and other representatives from the HMS office presented and discussed the administrators’ segment of the new promotion criteria at HMS.
Initiatives

Annual Career Conference (ACC)
Spearheaded the hospital-wide Annual Career Conference (ACC) initiative, which helps to standardize expectations for these conferences across all hospital departments for both clinical and research faculty:

- Finalized standard ACC form, approved alternate departmental forms
- Conducted pilot in three departments: Neurology, Psychiatry and Surgery
- Drafted and confirmed ACC criteria
- Created and conducted generic ACC training
- Created and conducted ACC Difficult Conversations training
- Facilitated communication and roll out to remainder of MGH
- Initiated People Soft tracking tool development

See Appendix B for copy of the standard ACC form also available on our website.

MGH Faculty Mentoring Program
- Redrafted the program scope
- Confirmed pilot concept and sites: Anesthesia and Radiation Oncology
- Drafted Mentoring Program:
  - Roadmap
  - Mission
  - Goals
  - Eligibility
  - Matching
  - Training

See diagram below for overview of the program.
Collaborations

In order to maximize the available infrastructure and represent the needs of faculty, the CFD has established collaborations.

Consortium of Harvard Affiliated Offices for Faculty Development and Diversity (CHADD)

Established working relationship with all Harvard faculty development affiliates to share and create Faculty Development best practices.

Co-hosted “Effective Mentoring: A Faculty Development Course for Mentors” that drew approximately 50 mentors from across Harvard hospitals for this day long mentoring course. Of the 50 participants, 20 were from MGH.

Harvard Medical School (HMS) Leadership Course

Collaborated with HMS to deliver the annual Physician Leadership Development Course that drew 60 faculty members from across Harvard hospitals for this two and half day course. Of the 60 faculty, 12 were from MGH.

Multicultural Affairs Office (MAO)

Collaborated with MAO to analyze and change data collection of the residency match data to be able to more accurately capture gender specific data.

Partners Graduate Medical Education

Collaborated with the Partners Office of Graduate Medical Education and participated in the New Housestaff Orientation. The orientation provided an opportunity to promote the Center for Faculty Development, relevant information and available resources to the incoming housestaff.

Participated in monthly MAO Advisory Board meetings.

Met with 14 underrepresented minorities (URMs) mid to senior level faculty to determine individual needs. The findings and recommendations were presented at the July MAO Advisory Board meeting.
Office for Women’s Careers (OWC)

Mission

The Office for Women’s Careers (OWC) at MGH is a branch of the Center for Faculty Development (CFD) and was created to foster a gender equitable environment to assure that talented women will be given the same opportunity as men to succeed in research and clinical careers at MGH.

Through many programs and collaborations, OWC provides career development resources for women. The focus is on reducing barriers to career advancement, regularly meeting with department chiefs to review career progress of women faculty, and meet with women faculty to advise them. OWC provides programs on topics such as leadership skills, negotiation, promotion, mentoring, presentation skills, finance, and grant writing. In addition, OWC collaborates with Office for Research Career Development, Harvard Medical School (HMS) and other HMS institutions to address obstacles and enhance opportunities for women in medicine and related areas.

Advisory Board
Women in Medicine (WAM) Committee

The committee meets quarterly. This past academic year, the topics discussed/addressed included:

- History of Joint Commission on the Status of Women (JCSW)
- Annual Career Conference Initiative status
- 2007 Residency Match Results
- Internal Medicine 2007 Match results and next steps
- Childcare initiative next steps
- Psychiatry Department WAM Committee update
- “Gender, Culture and Advancement in Academic Medicine” Discussion
- Grant Funding Parity Review
- WAM Committee Goals
- WAM Survey Creation
- WAM Survey Results Review
- Faculty Mentoring Program Overview

Programs

Faculty Development Seminars
All programs sponsored by the CFD were available to women as well. Although some programs were based on the feedback the OWC received from the women faculty on what their interests were.

Networking Events
Women in Medicine month celebration and Clafin Distinguished Scholars Annual Luncheon.

Business of Life™ Workshops
A highly experiential workshop, to learn how to apply the principles of strategic planning to achieve personal and professional goals.
Women in Medicine Month

In commemoration of Women in Medicine Month, the OWC hosted Susan Hockfield, PhD, President, MA Institute of Technology who spoke on “Prospects for Innovation: Opportunities and Challenges Ahead.” In her talk, President Hockfield discussed the prospects for the next cycle of innovation, paying particular attention to the role of academic research centers and highlighting critical areas for investment and exploration, the opportunities for the greater Boston region, and the importance of encouraging and developing a diverse pool of talent.

Claflin Distinguished Scholar Awards

OWC once again collaborated with ECOR on the Claflin Distinguished Scholar Awards. These awards provide bridge funding for junior women faculty to sustain productivity during their child-rearing years. As of 2008, there have been 58 recipients of the Claflin Distinguished Scholar Awards.

Tribute Book

OWC published its annual Tribute Book to celebrate the accomplishments of MGH female faculty. Accomplishments included:

- MGH women promoted in both academic rank and to administrative promotions
- Professional honors and accomplishments
- Publications
- New grant money received

Collaborations

In order to maximize the available infrastructure and represent the needs of women faculty, the OWC has established collaborations.

Joint Committee on the Status of Women (JCSW)

Participated in JCSW – an HMS committee formed to facilitate the development and contribution of women on Harvard campuses by expanding and improving the opportunities for the advancement of women. Also participated in the Archives for Women in Medicine (AWM) to document the social phenomena that brought large numbers of women to the forefront of medicine.

Human Resources

Collaborated with Human Resources and worked on application for Working Mother Magazine Award. The outcome was great: MGH was selected for the Working Mother 100 Best Companies list.

Internal Medicine Division

Due to unusual female numbers in the 2007 Internal Medicine match, OWC assisted the Internal Medicine women residents with networking and mentoring start up program.

Massachusetts Conference for Women

Continued to be a sponsor for the Massachusetts Conference for Women, a day-long event with nationally recognized experts addressing professional development for women.

Multicultural Affairs Office (MAO)

Analyzed and changed data collection of residency match data to be able to more accurately capture specific - e.g. gender
Office for Research Career Development (ORCD)

This section reflects a summary of ORCD programs and initiatives. More details are available in the ORCD annual report.

Mission

The Office for Research Career Development addresses the specific needs of the MGH research faculty and fellows identified in various discussions within the research community, MGH Scientific Advisory Committee, and ECOR. Areas of particular emphasis for this office are the need for clarifying promotion requirements and career development pathways for research faculty in an academic medical center environment; strengthen the career guidance and mentoring offered to postdoctoral fellows; and enhanced communication within the research community. While our general mission is enduring, the ORCD welcomes suggestions from all researchers that will enhance the specifics of the mission (www.massgeneral.org/facultydevelopment/orcd/), especially those ideas that will further the careers of the MGH research community.

ORCD Advisory Board and Steering Committee

The office receives guidance from an Advisory Board and a Steering Committee. The Advisory Board is comprised of senior faculty members and hospital administrators and meets once per year to review the activities of the office. The Steering Committee has representatives from all HMS faculty ranks, as well as research fellows, and meets twice per year to offer guidance that ensures the office is meeting the professional needs of researchers.

Programs

Professional Development for Researchers

Many programs were delivered as part of our ORCD ongoing operations. Some of the programs included Image Manipulation in Scientific Research, Funding Through Innovations and Postermaking.

Panel Discussions on Research Careers

A series of panel discussions were held on research careers within and outside of academia including a seminar titled “Beyond Academia: Research Careers in Industry.”

Research Recognition Events

The Research Fellows’ Poster Celebration was held in June 2008 and showcased the excellent studies conducted by the research fellows. Approximately 60 postdoctoral fellows presented their research, and 12 were selected to receive awards for excellence.

ESL Course

Many MGH researchers, including the majority of our Research Fellows, are non-native speakers of English. The ORCD continued to offer ESL courses for researchers (at no cost to the students) through the GEOS Language Institute, which
sends teachers to MGH for on-site courses that are tailored for the needs of researchers.

**Career Advancement/ Promotions Advice**

The ORCD met with members of the research community, to advise them on career advancement or help with specific issues or conflicts related to their professional lives. The office conducted approximately 100 individual advising meetings this year.

**Postdoctoral Items**

The Guidelines for Research Fellows (the “Postdoc Policy”) went into effect in November 2007. *See Appendix A for copy of policy also available on website.*

The office continues to advise the growing Massachusetts General Postdoctoral Association (MGPA).

**Collaborations**

In order to maximize the available infrastructure and represent the needs of researchers, the ORCD has established collaborations.

**MGH Collaborations**

- Employee Assistance Program. EAP liaison to the research community is Lisa Goss
- HR/Employee Relations. Ellen Nelson is the

**HMS Collaborations**

- Faculty Services Office
- Faculty Affairs Office
- Consortium of Harvard Affiliated Offices for Faculty Development and Diversity (CHADD)
- Harvard and Affiliates Postdoctoral Consortium (PDOC)

**Committee Membership**

- Joint Committee on the Status of Women (JCSW)
- HMS Faculty Council
- Partners Research Council
- Executive Committee on Research (ECOR)

Employee Relations liaison to the ORCD
- Research Ventures and Licensing
- Executive Committee on Research (ECOR)
- MGH Research Council
- PhD Steering Committee
Communication

Biweekly Target Emails

The CFD created and sent emails every two weeks to all MGH faculty to communicate and advertise the following events in a timely manner:

- Events sponsored by the office
- Other events geared towards faculty (in or outside of MGH)
- Funding Opportunities
- Other noteworthy news

The Center sent out 32 target emails in this academic year.

CFD Newsletters

Revamped “Advance,” the department newsletter which is published six times per year. Each newsletter includes:

- Cover Story
- ORCD section
- OWC section
- Ask Us section – interview with a faculty member on a particular topic
- Check It Out page - include programs and events that are coming up, a section to spotlight faculty achievements in certain departments and other useful information provided by other offices CFD collaborates with.

The ORCD distributed a newsletter specifically for the research community titled ‘ORCD Connections.’

See Appendix C for copies of the 2007-2008 published newsletters.

Website

The CFD website is continuously updated and has three separate sections: a section for the Center for Faculty Development; a section for the Office for Women’s Careers; and a section for the Office for Research Career Development. Each has a multitude of resources for the all MGH faculty.

Under the Center for Faculty Development section:

- Events & Programs are continuously updated to reflect upcoming programs
- Past Events & Programs are archived and some include links to the presentations and handouts provided at the program.
- The CFD piloted a new feature to offer a web-based program to reach out to a larger scale of faculty members. The program ‘Negotiation Skills’ with Linda Wilcox, HMS Ombudsperson was videotaped and posted on the website and is available to view on any computer via the world wide web.

- A new page was added under the Promotion Coaching tab for the Annual Career Conferences (ACC). This page includes a general description of the ACC, communications regarding the
ACC, copies of the standard form, resources for faculty (i.e., Quick tips for faculty, HMS promotion criteria, HMS CV format) and ACC Training Slides for Leaders

- The information under Work Life Resources was updated to include Child Care, Employee Assistance Program at MGH, Harvard Medical Center Office of Work & Family, Partners Housing Search link, Professional Staff Benefits, Employment Opportunities, Maternity Leave Policy, MGH Human Resources, and MGH/MGPO Concierge Benefit

Under the Office for Women’s Careers section, the following updates have been made -

- Events & Programs are continuously updated to reflect upcoming programs
- Past Events & Programs are archived and posted with links to presentations, photos or handouts of past programs.
- The OWC had a video produced in honor of the 10th Anniversary for the Claflin Distinguished Scholar Awards and was posted on the website.
- The information under Women’s Resources was updated appropriately to include all known MGH resources, local resources, national resources, work life resources available for women as well as a listing of interesting literature for women faculty

Under the Office for Research Career Development section, the following updates have been made -

- Events & Programs are continuously updated to reflect upcoming programs
- Past Events & Programs are archived and some include links to the presentations and handouts provided at the program.
- The information under Faculty Resources and Research Resources was updated to include all known resources for both, such as MGH and HMS resources, work/life resources and research funding resources
- An Intranet Resources page was added to include internal secure resources such as meeting minutes
- A new page was added under the Research Fellow Resources tab for the new Guidelines for Research Fellows. This page includes links to the actual policy, the appendices to the policy, and a listing of updates. In addition, there are links to the MGH Professional Staff Bylaws and PHS Research Integrity Policy.
APPENDIX A

Guidelines for Research Fellows (referenced on pg. 10)
Table of Contents

Preamble ............................................................................................................................. 3
Introduction ......................................................................................................................... 3
Definition of an MGH Research Fellow ............................................................................. 4
Initial Appointment Process ............................................................................................. 4
Term of Service ................................................................................................................ 5
  Extension to Maximum Term of Service ......................................................................... 5
Appointment Status ........................................................................................................... 5
  Exceptions to Full-Time ................................................................................................ 6
  Leaves of Absence .......................................................................................................... 6
    Active Leave ................................................................................................................ 6
    Inactive Leave ............................................................................................................. 6
  Family and Medical Leave Act ..................................................................................... 7
  Maternity Disability Leave Program .............................................................................. 7
Salary and Benefits ........................................................................................................... 8
  Salary Minimum ............................................................................................................. 8
  Paid Time Off Minimum ................................................................................................ 8
  Benefits .......................................................................................................................... 9
    Benefits Credits ......................................................................................................... 9
Mentorship and Career Development ............................................................................... 10
  Mentoring Committee ................................................................................................ 10
  Annual Career Planning Meeting ................................................................................. 10
  Career Development Resources .................................................................................... 10
Research Fellow Responsibilities and Obligations .......................................................... 11
Faculty Responsibilities for Mentoring and Career Development .................................. 12
Reappointment .................................................................................................................... 12
Termination ....................................................................................................................... 13
  Discontinuation with notice ......................................................................................... 13
  Discontinuation due to lack of funding ......................................................................... 13
  Discontinuation due to expiration of term of service .................................................... 13
  Resignation by Research Fellow .................................................................................. 14
  Cause for Termination ................................................................................................ 14
  Misconduct – Harassment ........................................................................................... 14
  Misconduct – Research Integrity ................................................................................... 15
  Termination of Staff Appointment .............................................................................. 16
Grievances .......................................................................................................................... 16
  Resources .................................................................................................................... 16
Exceptions Committee ....................................................................................................... 17
Preamble

The Guidelines for Research Fellows at MGH were developed in 2006-2007 by the Office for Research Career Development (ORCD) at the Center for Faculty Development with the intent of enhancing the Research Fellowship experience for both the faculty mentor and the Research Fellow.

The contents of the Guidelines (“Postdoc Policy”), evolved from numerous discussions with faculty and research fellows and incorporate the initial recommendations presented to the General Executive Committee (GEC) by the Executive Committee on Research (ECOR)-appointed task force in 2005. In addition, the following MGH/Partners offices provided important feedback to ensure the integrity of the policy: ECOR, Human Resources, Office of the General Counsel, Partners Office for International Staff, Scholars and Students, Professional Staff Benefits Office, the Registrar/Credentialing Unit, and Research Management. Guidance for the policy was also obtained from analyzing existing postdoctoral policies at 50 leading medical schools, the National Postdoctoral Association and the Association of American Medical Colleges. At the time of the development of the MGH policy, there were no known postdoc policies at any other hospitals nationally.

Introduction

Research Fellows consider scholarly research an essential component of their educational and professional career development and make significant contributions to the research enterprise at the Massachusetts General Hospital (MGH).

Throughout their tenure at the MGH, Research Fellows conduct scientific research and contribute to the development of medical knowledge and other health sciences. The MGH strives to provide a stimulating and productive research environment for Research Fellows by emphasizing the mutual responsibilities and commitments of the hospital, faculty, and Research Fellows.

A Research Fellow appointment at the MGH is intended to be a short-term training position to be followed by a move to an independent investigator or research career position elsewhere. The maximum term of service for a Research Fellow appointment is five (5) years, and appointment as a Research Fellow should not be deemed or understood as a pathway to a permanent position at the MGH or Harvard Medical School (HMS).

Each service, department, and/or unit is responsible for the implementation of these policies in the best interest of Research Fellows and their professional development during their tenure at the MGH.

Definition of an MGH Research Fellow

A Research Fellow is a trainee in residence pursuing advanced study beyond a doctorate or medical degree in preparation for a full-time academic and/or research career. Persons appointed to the Research Fellow title must have recently earned a Ph.D., M.D., or equivalent terminal or doctoral degree in their field of study. All degree requirements should be completed and the degree conferred prior to beginning a Research Fellow appointment. In the instance that a Research Fellow starts in the position prior to the conferring of
the terminal degree, a formal letter from the Registrar’s Office of the granting institution is required, stating that all degree requirements have been completed.

In addition to the academic degree requirement stated above, appointments to the Research Fellow title should:

- be for a period of no longer than five years
- involve full-time research and/or scholarship
- be viewed as preparatory for a full-time academic and/or research career
- not be part of a clinical training program
- be under the supervision of a faculty member or department at the MGH
- allow and encourage the appointee to publish the results of his or her research or scholarship in coordination with the faculty mentor

**Initial Appointment Process**

Research Fellows are appointed to the Professional Staff for a period of one (1) year and must be reappointed every year on their anniversary date if they continue their advanced training at the MGH. Each initial appointee to the Professional Staff shall be given a copy of the Bylaws of the Professional Staff of the MGH and shall agree to be bound by the Bylaws and all applicable rules and regulations of the Hospital and the Professional Staff.

All Research Fellow appointments are processed by the originating service, department, and/or unit and are sent to the Registrar’s Office for review and then to the MGH Chief’s Council and the Trustees for final approval. In addition, for foreign nationals, MGH requires all immigration-related documents to be processed through the Partners International Office. The steps towards initial appointment are as follows:

- Initial Employment Letter is sent from PI
- Credentialing Process
- Submission and Approval of Appointment to Professional Staff by Chief’s Council and Trustees
- Registrar’s Office “Sign In”
  - Patient Registration (Blue Card)
  - Professional Staff Benefits Office
  - Police & Security
  - Occupational Health
  - Partners Office for International Staff, Scholars & Students (if applicable)

**Term of Service**

A Research Fellow appointment is a short-term training position intended to lead to an independent research career in academia, industry, or government. A time-limited appointment offers the Research Fellow the opportunity to pursue further training under the direction of a faculty mentor while at the same time protecting him/her from an indefinite tenure in a training position. The term of service should provide an adequate amount of time for a Research Fellow to transition into a full-time position with the appropriate salary and benefits commensurate with their education and research experience.
The total duration of an individual’s term of service as a Research Fellow at the MGH should not exceed five (5) years. This maximum tenure is inclusive of any previous time spent as a Research Fellow at the MGH, but is not prorated for any previous postdoctoral positions held elsewhere.

At the conclusion of the five (5) year maximum term of service at the MGH, Research Fellows are expected either; to find employment elsewhere, receive a change in status at the MGH to an established weekly payroll position (Research Scientist / Senior Research Scientist) with the appropriate benefits and retirement vesting, or secure a Professional Staff faculty appointment.

**Extension to Maximum Term of Service**

Under exceptional circumstances, a one (1) year extension to the maximum term of service for an MGH Research Fellow appointment may be requested. An Appointment Extension Request Form should be submitted by the faculty mentor to the Exceptions Committee, indicating the circumstances supporting the extension (nature of research requires additional time, appointee took extended leave of absence, etc.).

Research Fellows who become a parent of a child during their tenure at the MGH will be granted an automatic extension of one (1) year to the maximum term of service for each child born or adopted upon receipt of extension request. An extension request should be submitted indicating the intention to extend the maximum term of service for reasons related to the birth or adoption of a child.

Submissions to the Exceptions Committee should occur no later than 120 days prior to the expiration of the maximum term of service.

**Appointment Status**

A Research Fellow appointment is a full-time position and is intended to provide advanced training while maintaining an active research program under the direct supervision of a faculty mentor. During a Research Fellow’s term of employment, however, extenuating circumstances may arise beyond the control of the Research Fellow that require a reduction in the number of hours worked or a leave of absence.

**Exceptions to Full-Time**

Only in rare cases should a Research Fellow’s employment be part-time and only for a limited period of time. After consultation with their faculty mentor, a Research Fellow may request that his/her position be temporarily changed to part-time for a variety of reasons including the care of an infant, care for an ill or injured family member, or his/her own physical injury or illness.

Any exceptions to full-time status must be discussed with and approved by the faculty mentor. Faculty mentors and Research Fellows should communicate in writing the terms of the exception to full-time status, including research expectations, salary, duration and working hours.

**Leaves of Absence**

Any requests for a leave of absence should be discussed between the Research Fellow and faculty mentor...
and are subject to departmental approval. Leaves are intended for extenuating circumstances that require time away from work for more than five (5) workdays and include Active and Inactive leaves for the birth/ adoption of a child, medical care, personal illness, and to care for a family member who is ill. Please refer to the Massachusetts General Hospital, Human Resources Policy and Procedures Manual for a detailed description of policies regarding Leaves of Absence. The most current manual can be viewed online at http://intranet.massgeneral.org/policies/default.htm.

**Active Leave**

Active Leaves are absences in which the supervisor or faculty mentor holds open the Research Fellow’s position or an equivalent position for the duration of the leave. All benefits are maintained as if the Research Fellow was actively working. During an Active Leave, MGH will continue the Research Fellow’s insurance coverage. During any paid portion of a leave, the Research Fellow’s share of the premium will be deducted from the regular pay. During any unpaid portion of leave, the premium due in arrears will be recorded and deducted from the Research Fellow’s regular pay immediately upon return.

**Inactive Leave**

Inactive Leaves are absences in which the supervisor or faculty mentor has the option of holding or not holding open the Research Fellow’s position. An Inactive Leave is for an extended absence not covered by the Family and Medical Leave Act or the Massachusetts Maternity Leave Act.

**Family and Medical Leave Act (FMLA)**

The Family and Medical Leave Act (FMLA) applies to Research Fellows with at least one year of service who have worked at least 1250 hours in the past year. Under the FMLA, a Research Fellow’s position or an equivalent position is held without pay (except as noted below in the Maternity Disability Leave Program) for a maximum of twelve weeks from the date of the leave. All benefits are maintained as if the Research Fellow was actively working. The FMLA offers up to twelve (12) weeks of Active leave within a rolling 12-month period for the following:

- FMLA – Birth/adoption/foster care of a child (applicable to both men and women)
- FMLA – Personal illness
- FMLA – Care of a family member who is ill

**Maternity Disability Leave Program for MGH Professional Staff**

Female Research Fellows who are absent from work due to childbirth or adoption will be regarded as disabled from work and will receive salary continuance for a period of up to eight weeks.

To facilitate the necessary administration of this program, and comply with all state and federal regulations that pertain to protected absences from work, the Research Fellow must apply for a leave of absence under the FMLA and/or the Massachusetts Maternity Leave Act (MMLA). Female Research Fellows with at least one year of service who have worked at least 1250 hours in the past year are entitled to apply for a leave of up to twelve (12) weeks under the FMLA. Female Research Fellows with at least three (3) months, but less than one year, of service, are entitled to an eight (8) week leave of absence under the MMLA. The sponsoring department must notify the MGH Professional
Staff Benefits Office (PSBO) of the Fellow’s absence so that the PSBO may assist in administration of the benefits programs.

On receipt of the request for leave under the FMLA or MMLA, the MGH leave coordinator will place the Research Fellow on an Active leave of absence for eight or twelve weeks depending upon FMLA eligibility. At least eight weeks of the leave will be paid.

Sponsoring departments may recover salary continuance and employee benefits costs from the MGPO and from the Hospital by submitting a request to the Professional Staff Benefits Office.

Time taken for an approved Leave of Absence does not count toward the 5-year time limit of a Research Fellow’s appointment. Sponsoring departments should inform the Registrar’s office of any Fellow’s leave of absence so that it is on record if an extension is requested.

Salary and Benefits

Salary Minimum

To ensure a fair living wage for Research Fellows, all faculty mentors at the MGH are strongly encouraged to provide Research Fellows with a stipend equivalent to the National Institutes of Health, Ruth L. Kirschstein National Research Service Award (NRSA) stipend level guidelines. The NRSA salary guidelines adjust for years of postdoctoral training and are updated nearly every year to compensate for increases in cost of living. Research Fellows funded from an outside agency or source that does not provide sufficient funds are to receive stipend supplementation from his/her faculty mentor up to the current recommended NRSA stipend level for years of experience. Please visit http://grants1.nih.gov/training/nrsa.htm for more information on current NRSA stipend levels.

In the event a faculty mentor is unable to financially support a Research Fellow at the recommended NRSA stipend level, a salary should be set above the required minimum starting salary for MGH Research Fellows established yearly by the Professional Staff Benefits Office ($30,000 plus benefits in year 2006).

An exception to the above salary standard exists for any foreign Research Fellow holding an H-1B visa. Federal regulations require that H-1B workers be paid the prevailing or actual wage. The MGH relies on a state-determined prevailing wage as set by the Division of Career Services, Prevailing Wage Unit. For more information on H-1B wage requirements, please contact the Partners Office for International Staff, Scholars & Students (PIO) at (617) 726-9211 or visit the U.S. Department of Labor site on Foreign Labor Certification at http://www.foreignlaborcert.doleta.gov/. There are significant penalties for employers seeking to employ H-1B workers who do not meet these salary minimums. All applications for MGH sponsorship for visa benefits must be signed by a designee of the MGH Office of the General Counsel.

Services, departments, units or faculty mentors may establish their own salary guidelines provided they meet the yearly minimum salary as determined by the Professional Staff Benefits Office or prevailing wage minimum for H-1B visa holders.
**Paid Time Off Minimum**

The MGH provides Research Fellows with a minimum of 10 days of paid vacation leave and five (5) days of paid personal/sick time per year, such year to commence on the Research Fellow’s first day of employment. If a Research Fellow’s employment is terminated during the year, vacation pay will be prorated accordingly. All paid time off must be used in the year during which it was earned, or it will be forfeited; Research Fellows may not carry over, from one year to the next, paid time off. It is within the discretion of the faculty mentor to approve vacation requests by a Research Fellow, taking into account such factors as length of service and the needs of the lab. The paid time off guidelines described here are in effect only for those Research Fellows on the MGH payroll.

If additional sick days are needed beyond the minimum described above, these must be arranged with the faculty mentor on an as needed basis with a maximum of 12 days per year per NRSA standards. Any additional paid time off beyond the established minimum for Research Fellows is determined at the discretion of individual services, departments, units, or faculty mentors. Any requested time off by a Research Fellow should be discussed and agreed upon in collaboration with their faculty mentor.

**Benefits**

All employees with an MGH appointment of Research Fellow who work at least half time (87 hours per month) and have a base salary of at least $10,000 (in year 2006) are eligible for MGH Benefits. The MGH offers a comprehensive benefits program to choose from including a broad spectrum of medical insurance plans from traditional indemnity plans to HMOs, a prescription drug plan, two dental insurance plans, a vision care plan, a pre-tax flexible spending account, long-term disability insurance, life insurance, accidental death and dismemberment insurance plans, a tax sheltered annuity program and long term care coverage. The MGH also offers a fitness benefit to employees to join the MGH/Charles River Park Fitness Center at a discounted membership rate.

**Benefits Credits**

Research Fellow appointees working at least half time are entitled to receive Benefits Credits under the FLEX program. FLEX is a comprehensive program that gives employees a choice about how to allocate the dollars MGH makes available as part of the total compensation package. FLEX is designed to reflect personal choice by allowing employees to select the options that best meet their needs and the needs of their family. Research Fellow appointees may receive two types of Benefit Credits under FLEX which are reflected on the payroll statement as credits to the monthly salary:

- **Basic Credits** – money to be used to help purchase benefits. Or, if no benefits are purchased, to be received as additional taxable income (credit increases after one year of service).
- **Medical Credits** – additional money provided if medical insurance is purchased. The Medical Credit when combined with the Basic Credit will significantly reduce medical insurance costs of the participant (credit increases after one year of service).

For additional information regarding enrollment and a detailed overview of benefits for Research Fellow appointees, please visit the Professional Staff Benefits Office online via the MGH Intranet at [http://is.partners.org/mgpoOnline/benefits_fellows_overview.asp](http://is.partners.org/mgpoOnline/benefits_fellows_overview.asp).
Mentorship and Career Development

Through an environment that promotes an open dialogue between faculty mentors and Research Fellows and that has high expectations for effective mentoring, the MGH is committed to further strengthening the career development and mentoring of Research Fellow appointees. The MGH recognizes that it is within the faculty mentor-Research Fellow relationship that most mentoring will take place and honors the latitude and discretion required to forge such relationships.

Mentoring Committee

In addition to the faculty mentor-Research Fellow relationship, it is beneficial for Research Fellows to seek career advice and mentoring from other members of the research community at the MGH and HMS not directly involved in their research endeavors. It is in this spirit that Research Fellows, in collaboration with their faculty mentor, are strongly encouraged to establish a Mentoring Committee to provide guidance for career development and to discuss future professional goals. The Office for Research Career Development (ORCD) suggests a mentor “pool” comprised of MGH faculty members volunteering to offer advice and mentoring to Research Fellow appointees.

Annual Career Planning Meeting

The Annual Career Planning Meeting is a necessary component of the reappointment process for MGH Research Fellows and should be completed at least thirty (30) days prior to the expiration of the current appointment. Reappointment to the Professional Staff is contingent upon the administration of the Annual Career Planning Meeting and the successful completion of the Research Fellow Progress and Career Planning Form. Parts I and II of the form are to be filled out in their entirety by the Research Fellow prior to the Annual Career Planning Meeting with his/her primary faculty mentor. Faculty mentors and Research Fellows may add any additional information or materials to the form they may deem helpful.

The meeting should be viewed as an opportunity for the Research Fellow to discuss recent accomplishments, current career goals and future plans for professional development with his/her faculty mentor and obtain feedback regarding progress and training. The outcome of the Annual Career Planning Meeting should be a clear and mutually agreed upon plan for the upcoming year of appointment to the Professional Staff.

Career Development Resources

As an institutional commitment to the career development of research scientists at the MGH, the Office for Research Career Development (ORCD) was formed in 2005. As a branch of the Center for Faculty Development, the ORCD makes available a wide array of career resources including a Professional Development for Researchers curriculum that addresses the professional needs of both faculty and Research Fellows. Additionally, the ORCD offers one-on-one counseling sessions to Research Fellows for career advice, CV preparation and feedback, promotion preparedness, and general research issues. Research Fellows are encouraged to utilize the resources of the ORCD. For more information on the Office for Research Career Development, please visit http://www.massgeneral.org/facultydevelopment/orcd/.

The Ombuds Office at Harvard Medical School is a resource available to MGH Research Fellow appointees

Appendix A
and offers itself as an independent and safe forum to voice concerns about work related issues and to discuss career management. The Office offers individualized appointments to discuss specific concerns Research Fellows may have regarding performance, promotion, looking for work, concerns with recommendation letters, current working conditions, etc. The Ombuds Office should be viewed as an impartial and confidential sounding board to address career issues in an effort to more effectively deal with problems as they arise and promote future career successes. For more information on the Ombuds Office or to schedule an appointment, please visit http://www.hms.harvard.edu/ombuds/.

**Research Fellow Responsibilities and Obligations**

The primary responsibility of a Research Fellow is to actively participate in the research enterprise of the MGH under the supervision of a faculty mentor. While it is recognized that individual faculty mentors have their own style of conducting research, specific research expectations and training should be established in collaboration with the faculty mentor and should be outlined as early as the initial Employment Letter. Research Fellows have the additional responsibility of taking proactive ownership of their career development and research training during their tenure at the MGH. Through active participation in professional seminars, career training, use of career development resources (see above), and meeting regularly with mentors and colleagues, Research Fellows gain a sense of responsibility for their career development and are better able to communicate their training needs.

All materials and data collected during a Research Fellow’s training at the MGH belongs to the Institution, and not to the individual Fellow. Data should not be removed from the lab or shared outside the lab in any form (including but not limited to grants, manuscripts, or conference presentations) without prior discussion and consent from the PI/Faculty Mentor.

At the time of departure from the MGH, each Fellow is responsible for the written notification to the faculty mentor and/or other departmental staff of the disposition of Research Records, including the location of all materials and data, medical records, consent forms and any other recorded information related to the research conducted at the hospital. Each Fellow must also complete an Intellectual Property Certification when leaving MGH. The appropriate forms for this notification may be obtained from Research Management (50 Staniford Street, 10th floor), as part of the policy on Transferring Research Activities from MGH.

All Research Fellows at the MGH agree to read and abide by the Bylaws, rules, regulations and policies of the Professional Staff and of the Hospital.

Additional responsibilities include, but are not limited to:

- Conscientious discharge of assigned duties
- Adherence to strict research integrity as defined by the Partners Research Integrity Policy
- Compliance with established laboratory practices and hospital standards
- Observation of established regulations for research involving biohazards, human subjects or animals, radiation
- Collegial conduct towards co-workers and laboratory staff
- Participation in and completion of the Annual Career Planning Meeting

Appendix A
Faculty Responsibilities for Mentoring and Career Development

Faculty mentors serve as the primary agent at the MGH for guiding and supervising the advanced training and scholarly pursuits of Research Fellows. In that capacity, faculty mentors should make clear the goals, objectives, and expectations of the research training and the responsibilities of Research Fellows working in their laboratory. Faculty mentors are expected to meet regularly with the Research Fellows under their direction to communicate expectations and provide timely feedback of the Research Fellow’s progress and performance.

Additional responsibilities include:

- Detailing Research Fellow’s responsibilities, expectations, and conditions of employment in the Initial Employment Letter
- Mentoring Research Fellows in fulfilling their responsibilities and obligations
- Fostering the professional development of Research Fellows towards achieving independence
- Providing career advice and job placement assistance to Research Fellows
- Administration of Annual Career Planning Meeting

Reappointment

All Research Fellow reappointments are recommended by the originating service, department and/or unit and are sent to the Registrar’s Office for review and then to the MGH Chief’s Council and Trustees for final approval. Research Fellow reappointments to the Professional Staff are for a tenure of one (1) year and are contingent upon the Annual Career Planning Meeting being completed between the Research Fellow and primary faculty mentor. Faculty mentors should provide a summary of expectations, goals and areas for further development along with a career plan trajectory for Research Fellows in their letters recommending reappointment. A signed copy of the Research Fellow Progress and Annual Career Planning form must be included with the reappointment papers.

Termination

Research Fellows are at will employees of the MGH and their employment may therefore be terminated at any time with or without cause. Research Fellows also may terminate their employment at any time.

At the time of departure from the MGH, each Fellow is responsible for the written notification to the faculty mentor and/or other departmental staff of the disposition of Research Records, including the location of all materials and data, medical records, consent forms and any other recorded information related to the research conducted at the hospital. Each Fellow must also complete an Intellectual Property Certification when leaving MGH. The appropriate forms for this notification may be obtained from Research Management (50 Staniford Street, 10th floor), as part of the policy on Transferring Research Activities from MGH.

This section describes standards relating to the termination of a Research Fellow’s employment.
**Discontinuation with notice (90 day notice)**
In the event of termination of a Research Fellow’s employment, it is generally expected that the Research Fellow should be given a minimum of ninety (90) days notice of termination in writing so that the Research Fellow has sufficient time to arrange for departure from the MGH and/or transition to other opportunities within the MGH. Certain cases may justify a shorter notice period.

**Discontinuation due to lack of funding**
It may be the case that financial support for a Research Fellow may be reduced or terminated by an action of an extramural granting agency beyond the faculty mentor’s control. In the event that funding cannot be secured to continue the appointment, a minimum of ninety (90) days written notice generally should be provided so that the Research Fellow has sufficient time to arrange for departure from the MGH and/or transition to other opportunities within the MGH.

**Discontinuation due to expiration of term of service**
As a Research Fellow approaches the five (5) year maximum term of employment, the annual reappointment letter should indicate the non-renewal status of the Research Fellow appointment. In addition, the faculty mentor should provide in writing a reminder notice to the Research Fellow no later than ninety (90) days prior to the expiration of the term of employment.

Any requests to extend the maximum term of employment for a Research Fellow should be submitted to the Exceptions Committee by the faculty mentor no later than 120 days prior to the expiration of the maximum term of employment.

**Resignation by Research Fellow**
A Research Fellow seeking to resign from his/her position prior to the expiration of the current appointment should observe the professional standard of offering at least thirty (30) days notice in writing to his/her faculty mentor. As appropriate for research projects, a Research Fellow is obligated to leave all research materials, data, and the like in a state that the project may be continued without interruption by the faculty mentor or other members of the laboratory. Per Hospital policy, all materials, property (physical and intellectual) and/or findings obtained or generated as a result of research conducted at the MGH is property of the Hospital and shall not be removed from the premises of the Hospital upon a Research Fellow’s resignation or termination.

**Cause for Termination**
Cause for termination of a Research Fellow’s employment includes, but is not limited to, poor attendance, poor productivity, failure to collaborate with or work effectively with colleagues and staff, failure to fulfill the duties of the position, research misconduct, violation of Hospital or Partners policies, procedures and standards, and conduct that is detrimental or disruptive to Hospital operations.

**Misconduct – Harassment**
The MGH Policy on Harassment seeks to protect the rights of all employees, professional staff, and volunteers by ensuring an MGH community that is free of harassment based on race, color, ethnicity or national origin, culture, religion, creed, disability, sexual orientation, gender, age, genetic information, ancestry, children, marital status, veteran status or membership in the armed services, or the receiving of public assistance. It is expected that all employees and professional staff will act in a responsible manner and not engage in any form of harassment or behavior that negatively reflects upon an individual in the aforemen-
tioned classes. In an atmosphere of equitable treatment, trust and respect, any harassing behavior or actions based on intolerance and bigotry is in conflict with the Hospital’s goal of an inclusive workplace where individual differences are accepted and affirmed.

In addition, the MGH Policy on Sexual Harassment states that the sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated by the MGH. Allegations of sexual harassment are taken seriously and are responded to promptly to determine if inappropriate behavior has occurred. In instances of inappropriate behavior, MGH management will take any and all actions necessary to eliminate the conduct up to and including termination of employment.

Any employee or agent of the MGH who has been found to have retaliated against an employee who filed a complaint, is suspected of filing a complaint, or assisted in an investigation of a complaint, will be subject to corrective action up to and including termination of employment.

Please refer to the Massachusetts General Hospital, Human Resources Policy and Procedures Manual for a detailed description of policies regarding Harassment, Sexual Harassment, and Misconduct. The most current manual can be viewed online at http://intranet.massgeneral.org/policies/default.htm.

**Misconduct – Research Integrity**

The MGH is committed to conducting research in accordance with the highest professional, ethical and legal standards. In order to assist in maintaining these standards, to foster a research environment that encourages appropriate behavior, to maintain the confidence of our employees, patients, and peers, and to comply with regulatory requirements, the MGH is committed to addressing alleged incidents of scientific misconduct. To this end, the Partners Policy on Research Integrity has been established to guide the process of assessment, inquiry and investigation of such incidents.

Scientific misconduct or misconduct in science means fabrication, falsification, plagiarism, or other practices that seriously deviate from those that are commonly accepted within the scientific community for proposing, conducting, or reporting research. It does not include honest error or honest differences in interpretations or judgments of data.

All employees or individuals associated with the MGH should report observed, or apparent misconduct in science, or situations where there are reasonable grounds to suspect misconduct in science, to the MGH Research Integrity Officer.

The Research Integrity Officer will appoint inquiry and investigation committees and ensure that necessary and appropriate expertise is secured to carry out a thorough and authoritative evaluation of the relevant evidence in an inquiry or investigation.

The MGH will take appropriate corrective action against individuals when an allegation of misconduct has been substantiated. Corrective actions may include, without limitation:

- withdrawal or correction of all impending or published abstracts and papers emanating from the research where scientific misconduct was found;
- removal of the responsible person from the particular project, letter of reprimand, special monitoring of future work, probation, suspension, salary reduction, or initiation of steps leading to possible rank
reduction or termination of employment; and

• restitution of funds as appropriate.

For a complete description of the policies regarding the reporting, inquiry, and investigation of scientific misconduct, please refer to the Partners Research Integrity Policy, which can be viewed online at [http://mghra.partners.org/res_gov/integrity.pdf](http://mghra.partners.org/res_gov/integrity.pdf).

**Termination of Staff Appointment**

A Research Fellow’s appointment to the MGH Professional Staff may be terminated, and such termination reviewed, consistent with the terms and process set forth in the Partners HealthCare System Graduate Trainee Adverse Action Process.

**Grievances**

Research Fellows are strongly encouraged to make all reasonable attempts to resolve any conflict or grievance through open discussions with their faculty mentor. The collaborative nature of scientific research and the close working relationship between faculty mentor and Research Fellow necessitates a clear understanding of the expectations and responsibilities of each party and should be discussed openly. While informal problem solving often proves to be the only necessary action, issues can arise that may require outside expertise or counseling to resolve. Despite the many existing policies governing scientific conduct and research integrity, grievances may occur with subtleties that elude strict definition and mechanisms for resolution in areas such as evaluation of performance, authorship disagreements, disputes over intellectual property, working conditions and termination.

Recognizing the specific needs and issues facing scientific researchers, the MGH and Partners Human Resources have appointed an Employee and Labor Relations specialist to serve the research community. The Employee and Labor Relations specialist has the necessary expertise to deal with many employment issues and may draw in additional expertise as needed from the Office of the General Counsel, Human Resources, Professional Staff Benefits Office, Partners Office for International Staff, Scholars & Students, and the Office for Research Career Development. Research Fellows in need of assistance with a grievance issue should contact the Office for Research Career Development at (617) 643-1606 to be confidentially placed in contact with the appropriate HR Employee and Labor Relations specialist.

**Resources**

• HMS Faculty Policies on Integrity (Attribution of Credit, Authorship Guidelines): [http://www.hms.harvard.edu/integrity/](http://www.hms.harvard.edu/integrity/)
• Ombuds Office - Research Issues: [http://www.hms.harvard.edu/ombuds/](http://www.hms.harvard.edu/ombuds/)
• Partners Human Resources: [http://is.partners.org/hr/New_Web/index.htm](http://is.partners.org/hr/New_Web/index.htm)
• Partners Office for International Staff, Scholars & Students: [http://is.partners.org/hr/pio_index.htm](http://is.partners.org/hr/pio_index.htm)
Exceptions Committee

The Exceptions Committee evaluates requests for extensions to the maximum term of service for MGH Research Fellow appointees and handles any other “grandfathering” issues that arise as a result of policy implementation for Research Fellow appointments. The Office for Research Career Development’s (ORCD) Advisory Board serves as the standing Exceptions Committee and is comprised of senior members of the MGH research community and Human Resources. The ORCD faculty director serves as the chair of the Exceptions Committee and recruits the expertise of members of the MGH community including senior research faculty, members of the Executive Committee on Research (ECOR), Human Resources, Office of the General Counsel, Office for Research Career Development, and the Partners Office for International Staff, Scholars & Students (PIO) as needed to evaluate extension requests.

Any requests for an extension to the maximum term of service for an MGH Research Fellow appointment should be submitted by the faculty mentor to the Exceptions Committee no later than 120 days prior to the expiration of the current appointment.
APPENDIX B

ACC Standard Form (referenced on pg. 13)
ANNUAL CAREER CONFERENCE
for MGH FACULTY

Faculty member should fill out this form prior to meeting with the Chief or Division Chief. The completed form and an updated C.V. should be brought to the meeting.

Date of Conference: ___________________________

Name: ___________________________ Degree(s): ___________________________

Hospital Dept: ___________________________ Division/Lab: ___________________________

HMS Title: ___________________________ Hospital Title: ___________________________

Preferred contact information (Office/lab phone; email; mailing address)

1) Please rank the following activities according to your present commitment (1 – most, 5 – least).

Patient Care
Teaching
Research
Admin/Committee Work
Other

2) a) What were your 2-3 most important goals for last year?

________________________________________

________________________________________

b) List your 2-3 most significant accomplishments for last year.

________________________________________

________________________________________

3) Please attach your CV with these sections highlighted:

Current activities in the following areas:

ADMINISTRATIVE
- Administrative title
- Committees (MGH and External)

OTHER PROFESSIONAL POSITIONS
- Study sections: NIH or other peer reviewed groups
- Positions in professional societies

RESEARCH
- Current grant support
- Current research activities
- Inventions
- Patents applied for
- Patents issued

TEACHING
- Formal presentations within MGH
- Lectures/presentations: local, national, international
- HMS courses
- Clinical Teaching with residents, fellows, and medical students
- Other
MENTORING/ADVISING OF OTHERS
- Names and Current Positions

CLINICAL
- Procedural (case volume)
- Inpatient Consultative
- Inpatient/Direct Responsibility
- Outpatient Responsibility
- Other

PUBLICATIONS (highlight the previous year only)

4) Academic career aspirations:
Which of the following promotion criteria do you think you meet?
☐ Clinician/Teacher ☐ Investigator ☐ I don’t know

5) Do you understand the HMS promotion criteria for advancement in your career trajectory specified above?
☐ Yes ☐ No, please explain

6) Are we providing you the resources to succeed in your job?


7) Are there any activities in which you wish to spend -
More time: specify

Less Time: specify

8) List your current mentors, if any, and how effectiveness could be improved.
Name:
Comments:
Name:
Comments:

Would you like help in identifying a mentor? ☐ Yes ☐ No

9) List those you have mentored, if any.
Name:
Comments:
Name:
Comments:

10) List your 2-3 goals for the upcoming year.


At the conference, the Chief or Division Chief should fill out this portion of the form with faculty member.

Future Career Advancement will require:

1) __________________________________________________________
2) __________________________________________________________
3) __________________________________________________________
4) __________________________________________________________

Future support needed in the following area(s):

Additional Training: __________________________________________

Re-allocation of time and effort to teaching, clinical, scholarship and service:

Resources: __________________________________________________

In addition, I have provided specific counsel regarding:

______________________________________________________________

Both the faculty member and the Chief/Chief Designee should sign and date below.

Signed: ______________________________________  _______________

Department Chair or Designee Date

____________________________________  _______________

Faculty Member Date
APPENDIX C

CFD/ORCD published newsletters (referenced on pg. 14)
Annual Career Conference (ACC) – an opportunity for all faculty

The recommendation for the ACC is a result of a confluence of events stemming from a Women in Academic Medicine Committee project, the MGH/MGPO strategic plan, and a MGPO Board of Trustees’ discussion. Peter Slavin, MD, MGH president, and David Torchiana, MD, MGPO chairman and chief executive officer, expanded on the recommendation and considered it an investment in professional staff development. They asked the Center for Faculty Development (CFD) to lead an initiative to implement an ACC for all faculty members – men and women, clinicians and researchers.

This means, once a year, a faculty member and his or her chief (chief, division chief, lab director or principal investigator) will meet to discuss that faculty’s member career development. The CFD Faculty Council developed a standard form for all faculty members and has approved alternate departmental forms.

While many departments have career conferences, this initiative helps standardize the process for everyone. Preparation is the key to a successful annual career conference.

From the Director – Nancy Tarbell, MD

The Center for Faculty Development (CFD) has now been in operation for two years. With this new edition of the newsletter, I’d like to take this opportunity to clarify our role. In 1997, as the Office for Women’s Careers, our primary goal was to help female faculty get promoted. In 2005, we worked with the hospital leadership to expand our services to include all faculty. Both men and women face many of the same issues around promotion and faculty development.

To ensure that we would not lose the focus on women faculty, we continue to emphasize women’s issues through the Office for Women’s Careers, housed under CFD. We also recognized the need to have a special focus on research faculty. Being a PhD in a hospital setting has its own challenges. As a result, we formed the Office for Research Career Development, which is also housed under CFD, to help laboratory research scientists advance their careers.

Take advantage of our resources. Attend workshops, check out our web site (www.massgeneral.org/facultydevelopment) and feel free to contact me or other CFD staff members.

Enjoy your holidays!

November/December 2007

Before the annual career conference:

The chief should:
- Recognize his or her role in helping faculty advance
- Consider the department’s overall goals and determine how the faculty member fits with these goals
- Define expectations of the faculty member
- Be familiar with HMS promotion criteria and where each faculty member sits
- Request faculty prepare for ACC
- Promote resources available to faculty

The faculty member should:
- Be prepared to discuss accomplishments
- Update his or her curriculum vitae
- Think about developing mentoring relationships
- Clarify your contributions and the chief’s expectations
- Develop an action plan that improves your future
- Discuss how your skills align with your department’s mission, as you become a more experienced researcher, clinician or teacher

For more tips about the ACC, visit the CFD web site. http://www.massgeneral.org/facultydevelopment/acc.html
Career advice at ORCD

ORCD plays a key role in creating professional development programs for research faculty and postdoctoral fellows. Tayyaba Hasan, PhD, and Ann Skoczenski, PhD, are available for individual meetings for research faculty and postdocs seeking career advice. For more information or an appointment, e-mail orcd@partners.org.

MGH Research by the numbers

- 22.5 acres of research laboratories
- > 2,100 principal investigators and research fellows
- $528.6 million in research grants

(FY2006)

Postdoc policy implemented

Over the past 18 months, a group led by Dr. Hasan and ORCD, has developed a policy to enhance the research training experience for research fellows and faculty mentors. The Guidelines for Research Fellows (also known as the postdoc policy) are effective Nov. 1. MGH is the first major teaching hospital to have a policy that clearly defines the roles of research fellows and their faculty mentors. The full policy is available on the ORCD website – http://www.massgeneral.org/facultydevelopment/orcd/postdoc+guidelines.html.

NIH K99 Awards: Pathway to Independence

Six MGH researchers recently received K99/R00 awards in the new NIH Pathway to Independence (PI) program. The PI award offers an opportunity for the most promising postdoctoral scientists to receive both mentored and independent research support from the same award. The award is a major part of a larger, ongoing NIH effort to support new scientists as they transition to research independence and supplements efforts made at individual institutes and centers.

Photo of recipients and their faculty mentors. Seated left to right: Galit Alter, PhD; Pamela McMahon, PhD; Zdravka Medarova, PhD; Bakhos Tannous, PhD. Standing left to right: Johannes Deboer, PhD; B. Hyle Park, PhD; G. Scott Gazelle, MPH, PhD; Marcus Altfield, MD, PhD; Xandra Breakefield, PhD; Thorsten Mempel, MD, PhD. (Recipients noted in bold)

Mary Clark, PhD, former associate dean of Faculty Affairs at HMS, who helps MGH faculty with career development, shares her thoughts on frequently asked questions.

How can I begin the promotion process?
The promotion process begins in the faculty member’s mind.

He or she should talk to the unit chief, division chief or department chair and ask — what should I be doing to get promoted?

Why is it important to get promoted?

- Being promoted is recognition that you have made a contribution to the field.
- It shows that your department thinks well of you. The department has to recommend you for promotion.

A promotion helps establishes you as a contributor to your institution and your field, especially in the eyes of your current and future trainees.

Finally, it pleases your mother!

What can you do to help?

It depends on what the person wants. In a one-on-one meeting, I can help him or her understand the promotion process. I look at a CV in a general way to see if it represents a person’s skills. My role is to do career counseling and try to identify and organize strengths. I’ve encouraged people to join teaching and training programs, find research collaborators, take courses or get involved in committees locally or nationally.

I started at the hospital a few months ago. What should I be doing?

Look around you. Find opportunities that meet your interests and strengths. Talk to your unit chief, division chief or department chair and find out what’s expected and what’s needed. Track your achievements – keep a
folder of your activities, contributions and awards. Finally, keep your CV updated.

Can you share some tips?
For one thing, there is no set timeline or expiration date. Never think that it’s too late. Know that the traditional clinical/lab research path is not the only way to get promoted. Teachers, administrators and community leaders make contributions that can help them to get promoted.

Busy clinicians can get promoted as well. Do many of your patients have similar problems – can you analyze them and share what you’ve learned? Do you have expertise building or running a practice? Write that information down and submit articles about your findings. Getting promoted depends on making an impact, a contribution to a corner of your field.

Dr. Clark is available to help faculty members with career development. Call (617) 724-0818 for an appointment.

Office for Women’s Careers (OWC)

Call for applications – Claflin Distinguished Scholar Awards
The purpose of the Claflin Distinguished Scholar Award is to provide bridge funding for junior faculty to sustain research productivity during the child-rearing years. The goal of this award is to increase opportunities for women to advance to senior positions in academic medicine.

Awards are for two years, with a maximum of $50,000 in direct costs per year. Award funds may be used for support of a technician, postdoctoral fellow or graduate student as well as for supplies.

Eligibility
- MD, PhD, or equivalent advanced degree
- Must be within seven years of first faculty appointment at the time the award is initiated
- Academic appointment at the level of instructor or assistant professor at Harvard Medical School
- Primary appointment at the MGH
- Responsible for care of children

Applications will be accepted in December. For more information, visit: http://www.massgeneral.org/facultydevelopment/cfd/claflin.html.

Business of Life™ workshop series
Calling all female faculty....
Are you worried about balancing your family, social and community demands with your clinical, research or teaching responsibilities?

In this interactive workshop, you will learn how to apply the principles of strategic planning to achieve personal and professional goals while deriving greater fulfillment from your life.

Participants will leave the workshop with:
- A disciplined approach to managing the project of life
- An action plan to accomplish your goals
- Tools to organize your priorities and plans
- A custom life plan for easy reference and reflection

Participants must commit to four Friday 8:30 to 10:30 am sessions:
- Feb. 8, 2008  » March 7, 2008

Limited to 20 participants, please rsvp to womens.careers@partners.org by Dec. 1.

For more details, visit: http://www.massgeneral.org/facultydevelopment/owc/other+events.html

Quick tips

Effective Powerpoint Presentation –
Helpful quick tips:
- Three main elements to an effective presentation are: content, design and delivery.
- Avoid UPPERCASE words
- Use title font = 36-44 pt
- Use main body font = 28-32 pt
- Avoid italics and too much bold
- Avoid more than 5-6 bullets per slide
- Use JPG for most images, GIF for medical scans

From CFD seminar “Using Powerpoint to Enhance Your Presentation” held Sept. 10. For more tips, check out the full presentation on our website: http://www.massgeneral.org/facultydevelopment/cfd/past+events.html

Appendix C
Faculty Spotlight
The first annual AMA-Women Physician Congress Physician Mentor Recognition Programs has recognized Thomas B. Dodson, DMD, MPH, associate professor of Oral and Maxillofacial Surgery, as a physician who has served as a mentor and role model to other physicians. He was nominated for this special honor by Dr. Leslie Halpern. Congratulations Dr. Dodson!

Facultyfest - please stop by
Opportunity for faculty to meet, network and learn about resources available at MGH.
Tuesday, Nov. 13, 2007 • 3:30 to 5 pm
Thier Conference Room

Beyond Academia: Careers in Biomedical Industry
Panel discussion on Research Careers
Friday, Nov. 16, 2007 • 4 to 6 pm
Simches Research Bldg, Large Conf Rm 3.110
rsvp: orcd@partners.org or (617) 643-1606

Negotiation Skills
Learn ways to become a more effective negotiator in this interactive program.
Speaker: Linda Wilcox, HMS Ombudperson
Monday, Dec. 10, 2007 • noon to 1:30 pm
Yawkey 10.660
rsvp: cfd@partners.org or (617) 724-0818

New HMS Promotion Criteria
Hear how the criteria have changed: more information to follow...
Speaker: Ellice S. Lieberman, DrPH, MD, Dean for Faculty Affairs at HMS
Monday, Jan. 28, 2008 • noon to 1:30 pm

Faculty Spotlight
The first annual AMA-Women Physician Congress Physician Mentor Recognition Programs has recognized Thomas B. Dodson, DMD, MPH, associate professor of Oral and Maxillofacial Surgery, as a physician who has served as a mentor and role model to other physicians. He was nominated for this special honor by Dr. Leslie Halpern. Congratulations Dr. Dodson!

I Didn’t Know That!
Treadwell Library staff can find quick answers — facts, statistics, bios for you as well as help you with clinical questions and research projects. You can get help in person (your place or theirs), by phone (617) 726-8601 or on your desktop: http://massgeneral.org/library.

One popular tool is RefWorks, located on Treadwell’s home page under “Quick Picks.” With this web-based resource you can download citations from MEDLINE (or other online indexes) to a personal or shared RefWorks file. RefWorks organizes the citations into a bibliography and outputs them in the format you need. RefWorks can also help you create or update your CV.

For more information, contact Elizabeth Schneider, director of Treadwell Library at eschneider1@partners.org or (617) 724-2791.

Celebrating Grete Bibring Panel Discussion and Reception
An exhibit of materials from Dr. Bibring’s extensive papers will be on display, and a panel will discuss her contributions to psychiatry and medicine.
Thursday, Nov. 15, 2007 • 4 to 7 pm
Countway Library
rsvp: arm@hms.harvard.edu or (617) 432-6206

Roth Tax Sheltered Annuity (TSA)
Saving sooner is better when it comes to retirement. Following that theory, MGH Professional Benefits recently introduced the Roth TSA.

The Roth TSA differs from the ‘traditional’ TSA because participants will pay taxes on contributions being made to the plan but will not pay any taxes when the funds, including all investment returns, are distributed. The Roth TSA is especially good for people who will retire far in the future and for people who are currently in a lower income bracket than is expected at retirement.

For more information, contact the Professional Staff Benefits Office:
If your last name begins with:
A-G Jennifer Williams, (617) 726-9264
H-O Linda Gulla, (617) 726-9266
P-Z Virginia Rosales, (617) 724-9356
Mgr. Mark Grubbs, (617) 726-9265

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Office for Women’s Careers

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Visit our website: www.massgeneral.org/facultydevelopment
**From the Director – Nancy Tarbell, MD**

Happy New Year!

Now that the New Year is here, many of us are thinking about our resolutions and what the future year may hold for us. This is a great time for all of us to think about career direction. Where do you want to be at the end of the year? What do you want to accomplish? Are you ready to think about promotion?

The HMS promotion criteria are changing and this may be a good time for you to hear about it.

The Office for Faculty Affairs at Harvard Medical School is having an education session to present highlights of these changes: Monday, January 28 from noon to 1:30 pm in the O’Keeffe Auditorium. Please mark your calendars.

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**Grant writing success: Focus on the writing**

MGH has a very impressive track record of obtaining grant funding from government and private sources. Nonetheless, individual researchers know all too well how difficult the current funding climate is, and it is the norm for NIH grants to need at least one re-submission before successful funding. To help increase funding success, the Office for Research Career Development (ORCD) and Center for Faculty Development (CFD) launched a unique grant writing pilot program, which focused on helping researchers become better writers by teaching them how to edit and polish their grants before submission to NIH. Last fall, a group of 20 researchers met for the first of this type of hands-on grant writing workshop where they revised their own grants and peer-reviewed each others grants.

Writing consultant Carol Winkelman, MA, led the group through exercises which provided them with tips and strategies to improve their grants:

- Consider the Specific Aims as the most important section in your grant proposal. It is often the first and last section read by reviewers.
- Use the rhetorically powerful position of the Specific Aims to generate lasting energy and interest in your grant topic.
- Provide a 2-3 sentence take-home message within the first paragraph. Repeat this theme/message throughout your grant.
- Provide some scientific detail to support ideas, but not too much in the Aims section. Save these details for later sections.
- Use energetic language; avoid using passive tense.
- End your Aims on a strong note. State in a concluding sentence how your research will move the field forward.
- Put your research into context in the Background and Significance section: what is the conversation in your field regarding what we know, what we don’t know, what we need to know.
- Emphasize your key ideas and make them visually and conceptually stand out in your paragraph structure.
- Stay focused on telling your story in a concise and formulaic way: the story of your research; the context in which it became important; its potential benefits.
- Use white space to give readers a rest! Avoid crowding your text into the allotted space.

“The presentation was excellent. It will increase my chances of grant success. The opportunity to review peers’ grants with discussion was also valuable.”

- workshop participant
Panel discussions on research careers
The ORCD sponsored a career panel discussion “Beyond Academic: Careers in Biomedical Industry” which featured four notable scientists who made career transitions at various stages of their academic careers and now hold positions in local biomedical or venture capital companies. The audience heard about each panelist’s career path to industry, and the program concluded with a lively question and answer period.

Grant Writing workshop
February 4–5, 2008
A second grant writing workshop will be offered in February 2008. Based on feedback from our first workshop, this one will include interactive lectures by senior MGH faculty who will give advice on topics such as, responding to the IRG, and structuring the Background and Significance sections for success. Carol Winkelman, MA, will also be available for consultation. Email orcd@partners.org for more details on this exciting workshop.

ORCD available for advice
Tayyaba Hasan, PhD, and Ann Skoczenski, PhD, are available for individual meetings for research faculty and postdocs seeking career advice. Call (617) 643-1606 or email orcd@partners.org for an appointment.

L inda Wilcox, Harvard Ombudsperson, who serves all HMS, HSDM, and HSPH faculty shares her thoughts about the Ombuds Office.

How can you help faculty?
I can help people talk about things which are making them uncomfortable. Sometimes I can help them “recognize they can benefit from issues being addressed before they escalate out of control.” There is a tendency here to avoid confrontation. I encourage open communication and work with people to voice their concerns in positive ways so they do not appear to be attacking or threatening. There is a need for people to understand why something is happening. Without knowledge, people cannot make good decisions.

What is your role?
My job is to help people resolve problems in the workplace. I listen, ask questions, gather information regarding the problem, help generate options and evaluate them for benefits and risks. People choose what to do themselves. Sometimes they choose options that include further involvement by me through contacting others, providing facilitated discussions and/or informal mediation. I try to look at things from all perspectives and help individuals realize how others might be seeing the same situation.

What should faculty know about the Ombuds Office?
It is extremely important to know that the office is:
1. Confidential - promised, unless there is imminent risk
2. Independent - responsible to the Deans of each school
3. Neutral - listens objectively and without judging to individual’s perceptions of the problem
4. Informal - provides an opportunity to sit back, brainstorm and understand the situation
Claflin Distinguished Scholar Awards

It is Claflin Award time again!!! The call for applications has gone out...applications are due by 4 pm on Friday, Feb. 15, and must be delivered to Olga Comninos at 50 Staniford Street, 10th Floor, Suite 1001. Questions may be addressed to Maureen Shanley at mshanley@partners.org or (617) 726-1548. More detailed info can be found on our website: http://www.massgeneral.org/facultydevelopment/cfd/claflin.html.

Claflin FAQs

I have been on the faculty for eight years now, and believe this award would be very helpful now that I have had my first child. Can I apply? You must be within seven years of your first appointment to be eligible to apply, e.g. appointed at MGH since 2000.

I am pregnant with my first child. Am I eligible to apply for the Claflin? You must be raising children at the time you submit the application.

My laboratory is not located on the campus of MGH. Am I eligible to apply for the Claflin Award? The laboratory must be located on the MGH campus, which includes Simches and CNY.

Do I have to have children to be eligible for the Award? You must be raising children at the time of your application, as the awards were established to facilitate the academic careers of women in science at MGH, as a response to recognizing that a significant obstacle to career advancement is the difficulty of maintaining research productivity during the child-rearing years.

I split my time between MGH and BWH, am I eligible? If you primary appointment is with MGH, you are eligible to apply for this award.

I am currently a postdoc, but anticipate that I will be an Instructor next Summer. Can I apply? No, you must be an Instructor or Assistant Professor at the time of your appointment.

ELAM program for women

Applications are now being accepted for Executive Leadership in Academic Medicine (ELAM)’s 14th fellowship class. The program seeks candidates at the associate professor level or higher who demonstrate substantial administrative experience with potential for further advancement, and support of their Chair and institution. Application, including Chair’s nomination must be received by ELAM no later than Friday, Feb. 1.

For more information, contact ELAM at (215) 255-7309 or visit http://www.drexelmed.edu/elam/home.html.

Will talking to the Ombudsperson affect my career?
No, talking to me will not affect your salary, promotion, space needs or job. After discussion, you choose what course of action seems most appropriate and with which you are most comfortable.

What are the common issues people go to you for?
The issues fall into three main categories: career management (performance, evaluation, work environment, job future); interpersonal misconduct (sexual harassment and discrimination); and research issues (authorship, ownership, data interpretation and professional misconduct).

How can faculty contact you?
Email Linda_Wilcox@hms.harvard.edu or call (617) 432-4041. My direct line is (617) 432-4040. We can meet in my office at HMS or at your institution if you feel more comfortable. My goal is to respond to you within 24 hours of your initial contact. Feel free to contact me at anytime.

http://www.hms.harvard.edu/ombuds/rr_overview.htm

Quick tips

Effective Negotiation Skills

Negotiation is a process:
» Know your style under pressure
» Understand the ‘big picture’
» Anticipate what will come up
» Learn as much as possible about the other negotiating party
» Develop a strategy
» Decide upon the best alternative to a negotiated agreement (BATNA).

From CFD seminar “Effective Negotiation Skills” held Dec. 10. For more tips, check out our website: http://www.massgeneral.org/facultydevelopment/cfd/past+events.html

Appendix C
S.M.A.R.T. - Save Money and Reduce Taxes!
No doubt about it, investing in your future is a SMART thing to do and the retirement savings program at MGH are terrific ways to save!

Now there are two 403(b) Tax Sheltered Annuity (TSA) program types:
- ‘Traditional’ - pay no income taxes (either contributions or investment gains) until you actually take the money from the plan when you retire.
- ‘Roth’ - pay income taxes up front when you make your contributions, but in return, none of your investment gains are taxed when you take money from plan after you retire.

If you would like to begin participating or change your current TSA contribution beginning with the January payroll, contact your Benefits Consultants for Professional Staff HR services at (617) 726-9267 by Jan. 15.

New HMS Promotion Criteria
The Office for Faculty Affairs at Harvard Medical School will be on-site to educate faculty on the new changes to the HMS promotion criteria.

Speaker: Ellice S. Lieberman, DrPH, MD, Dean for Faculty Affairs at HMS
Monday, Jan. 28, 2008 • noon to 1:30 pm
O’Keeffe Auditorium

Long Distance Caregiving: Managing Elder Care When You’re Not There
An informative and interactive seminar for our faculty to help answer the following: How can adult children effectively and proactively manage long distance caregiving? What are the challenges faced by long distance caregivers and the resources available to provide adequate supports and plan ahead?

Monday, Feb. 4, 2008 • noon to 1 pm
Yawkey Conference Room 10.660
rsvp: cfd@partners.org or (617) 724-0818 by Jan. 28.

Faculty Spotlight
Anthony L. Zietman, MD recently became the first incumbent of the Jenot and William Shipley Professorship in Radiation Oncology.

Noah C. Choi, MD was recently promoted to Professor of Radiation Oncology at Harvard Medical School.

Erin E. Tracy, MD, MPH, Vincent Obstetrics & Gynecology Service, has been recognized by serving as national Chair of the American Medical Association Women Physicians’ Congress.

Join us in congratulating these faculty members!

Getting Published
Treadwell Library can help you get over some of the barriers to getting published. There are books and articles on writing for publication. Staff can help you review the literature and identify the best journals for your article submission. Using RefWorks, the bibliographic reference manager product will save you much time over your career. You’ll find useful information like online instructions for authors from health sciences journals and online citation styles on our Publishing Your Article webpage. Visit: http://massgeneral.org/library or call Research & Reference Desk at (617) 726-8605.

MGH Backup Child Care Center adjusts opening hours and ages served!
The MGH Backup Child Care Center now opens at 6:45 am to accommodate starting shifts at the hospital. It has also added an infant component to their operating license. The center now accepts infants 12 months of age and older, with the goal of caring for infants younger than 12 months in the future.

The Center was established to provide emergency child care to MGH employees, patients and Partners employees and currently serves children ages 12 months to 12 years. It is open year round, Monday through Friday from 6:45 am to 5:45 pm and is conveniently located in the Warren Lobby.

For general program information, including fees and reservation process, visit: http://www.partners.org/childcare/MGH_Backup/Info.html or call (617) 724-7100.
We hope you were able to join one of the HMS information sessions about the new criteria for promotion! For your convenience, an additional meeting has been scheduled for Thursday, April 17, 2008 in the O’Keeffe Auditorium.

We are excited to have the opportunity to share these changes in the promotion guidelines with you.

Under the new criteria individuals are not categorized as investigators or clinician teachers. The criteria provide a flexible menu of activities that support the academic mission, allowing each faculty member to create a profile reflecting their own individual set of accomplishments. The highlights of the structure of the new Promotion Criteria can be summed up in three steps:

» Selection of an Area of Excellence representing the major area of achievement and impact: Teaching and Educational Leadership, Clinical Expertise and Innovation and Investigation

» Evaluation for contributions to Teaching and Education—this is a required supporting activity for all faculty (unless Teaching and Educational Leadership is the Area of Excellence)

» Assessment of other Significant Supporting Activities to which the candidate has made substantial contributions

For more information, visit http://facultypromotions.hms.harvard.edu/index.php

HMS promotion changes are here!!

In 2007, Harvard University approved changes to the Harvard Medical School (HMS) and Harvard School of Dental Medicine (HSDM) promotion criteria. These changes were proposed by a task force formed by the Dean, chaired by Dr. Ellice Lieberman and consisted of faculty members from a broad range of departments/institutions. MGH members on this task force included: Drs. Jules Dienstag, Tayyaba Hasan, Anne Klibanski, Daniel Podolsky, Isaac Schiff and Daniel Singer. In January, all HMS/HSDM faculty should have received a booklet describing the new criteria. The implementation for these changes will begin in Spring 2008, with anticipated first promotions reviewed using the new criteria in Summer 2008. Promotions already in process will not be affected. More detailed information on the roll out will be forthcoming from HMS shortly.

Historically, there were some perceived challenges in using the promotion criteria. Many believed that it was difficult to fit people into the two existing tracks. In addition, the investigator criteria did not explicitly include clinical/translational or collaborative models of research, nor provide for the review and evaluation of all faculty activities. The task force convened over a period of one year to address some of the concerns and update the criteria.

Principles for Promotion Criteria

✓ Recognize the broad range of faculty activities
✓ Allow for varied combinations of activities by individual faculty
✓ Have the sum total of an individual’s contributions and achievements considered in the evaluation for promotion
✓ Explicitly define investigations including clinical and translational research, as well as collaborative models of research
✓ Emphasize the importance of teaching
✓ Maintain high standards, requiring excellence in at least one area
✓ Link rank to the reach of an individual’s reputation
✓ Require scholarship, broadly defined, for promotion to all ranks (except promotion to assistant professor by longer service criteria)

— from Report of Promotion Task Force
The Office for Research Career Development is actively seeking ways to enhance MGH researchers’ access to important information such as funding sources and potential collaboration opportunities. Community of Science™ (COS) is a web-based global resource for information critical for scientific research. We are exploring the possibility of an institutional subscription to COS, which would allow free access for all MGH researchers. To evaluate this service, we have arranged for a free trial subscription through March 15, 2008. We hope that as many researchers as possible will explore the resources at COS, and let us know if you think they provide important and useful information for our research endeavors. Please send your feedback to orcd@partners.org.

Ellice S. Lieberman, MD, DrPH, shares her thoughts on some important points regarding the promotion criteria.

What has remained the same with the new promotion criteria?
The new criteria maintain the high standards we have always had for promotion. There is still the expectation of excellence in the major area of academic activity.

The requirement for scholarship for promotion to all ranks has also remained. Scholarship is broadly defined to include not only publications, but also development of other lasting contributions such as educational materials and protocols for patient care.

Additionally, the new criteria do not lock you into a single area of excellence. You may now switch from one area of excellence to another if your activities change between promotions.

What is different with the new criteria?
The structure of the new criteria is different in that there are no ‘sets’ of criteria. The criteria provide a flexible menu of activities that allows each faculty member together with his/her Department head, to assemble a custom profile reflecting a particular combination of contributions and achievements. Some other differences are:

- Recognition of the broad range of activities performed by faculty. The criteria recognize many activities such as service on committees and administrative leadership that support the academic mission.
- Broadened definition of research. Research is explicitly defined to include clinical and translational research, as well as large multi-center research studies. The criteria also recognize the importance of collaboration by focusing on the faculty member’s intellectual contributions to a project or manuscript.
- Increased emphasis on teaching. Teaching may be of contributions to a project or manuscript. Increased emphasis on teaching. Teaching may be of contributions to a project or manuscript.

How do you choose your area of excellence?
The area of excellence should represent your main area of achievement and impact. It should include recent activities that form the basis of your reputation. The determination of the area of excellence is made by the department head (or his/her designee) in consultation with the candidate.
The Mothers’ Corner

The Mothers’ Corner is a program for MGH, BWH and Partners employees returning to work after maternity leave. The Mothers’ Corner provides new mothers with the opportunity to continue breast-feeding while back at work. An efficient, electric breast pump is provided in a private, comfortable room so working mothers can express their milk while at work.

Most Mothers’ Corner rooms have 24-hour access. If interested, contact the EAP at (617) 726-6976 or toll free (866) 724-4327 for orientation to the room most convenient for you.

See brochure for a full list of locations and contact information: http://www.massgeneral.org/facultydevelopment/owc/pdf/2008%20Mothers%20Corner%20Brochure.pdf

Office for Women’s Careers (OWC)

AAMC Early Career Women Faculty Professional Development Seminar

July 12-15, 2008
Ritz-Carlton Hotel, Washington, DC

A three-day program designed for women assistant professors which focuses on academic medicine career-building and skills in CV development and basic management skills. The accomplished seminar faculty offer inspiration and valuable career advice. Attendees are encouraged to develop career goals and objectives through the career mapping sessions. The seminar is targeted primarily at physicians, but is also pertinent for PhD scientists.

The application must be completed online no later than Friday, March 7, 2008. For full program and application materials, visit: http://www.aamc.org/meetings/wim/ewim/2008/start.htm

Quick tips

Available at the HMS Faculty Affairs website under New Promotion Criteria

Steps for creating a promotion profile:

Select ONE area of excellence representing the major area of contribution, achievement, and impact.

Areas of Excellence

Teaching and Educational Leadership  Clinical Expertise and Innovation  Investigation

Evaluation for Teaching and Education

ALL candidates will be evaluated for teaching and educational contributions.

Significant Supporting Activities

Clinical Expertise  Investigation  Education of Patients and Service to the Community  Administration and Institutional Service

© 2008 President and Fellows of Harvard College


For more information, contact HMS Faculty Affairs Office at (617) 432-7112 or email OFA_Promotions@hms.harvard.edu. You may also visit HMS promotion dedicated website at http://facultypromotions.bms.harvard.edu/
**The Relaxation Response: How to Counteract the Harmful Effects of Stress**

The ORCD along with Dr. Herbert Benson of the Benson-Henry Institute at MGH will be providing a relaxation class for researchers.

Wednesday, March 5, 2008 • 12:30 to 1:30 pm
Thier Conference Room

**Lab Management Series**

Speaker: Joanne Ingwall, PhD
Two 2-hr sessions on Monday, March 31, 2008 and Tuesday, April 1, 2008.
More details to follow.

**New HMS Promotion Criteria**

The Office for Faculty Affairs at Harvard Medical School will be on-site again to educate faculty on the new changes to the HMS promotion criteria.

Speaker: Ellice S. Lieberman, DrPH, MD, Dean for Faculty Affairs at HMS
Thursday, April 17, 2008 • noon to 1:30 pm
O’Keeffe Auditorium

**Write It So They’ll Read It!™**

Write reader-focused documents, get the results you want, and cut your writing time by 30 to 50%.

Speaker: Sheryl Lindsell-Roberts, Principal Sheryl Lindsell-Roberts & Associates
Tuesday, April 29, 2008 • 9 am to 1:00 pm
Space is limited, apply to cfd@partners.org by Mar. 24.

**Career Development Series**

In April, a series of career advancement workshops will be offered for faculty.
Stay tuned for more details to follow.

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**Join us in welcoming our new department chiefs!**

**David E. Fisher, MD, PhD** has been named chief of the MGH Department of Dermatology, director of the MGH Cutaneous Biology Research Center and director of the Melanoma Center at MGH.

**Ronald E. Kleinman, MD** has been named chief of the Department of Pediatrics and physician-in-chief of the MassGeneral Hospital for Children.

**Jeanine Wiener-Kronish, MD** has been named chief of the Department of Anesthesia and Critical Care and the Henry Isaiah Dorr Professor of Research and Teaching in Anaesthetics and Anaesthesia.

**Ross D. Zafonte, DO** has been named chief of the MGH Department of Physical Medicine and Rehabilitation. He is VP of Medical Affairs at Spaulding Rehabilitation Hospital and holds an appointment as chair of the Department of Physical Medicine and Rehabilitation at HMS.

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**Advance** is a publication of the

Center for Faculty Development
Office for Research Career Development
Office for Women’s Careers

**Editorial Staff**
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Visit our website: www.massgeneral.org/facultydevelopment
Pilot Mentoring Program – under construction

Under the guidance of our Faculty Council, the Center for Faculty Development (CFD) is in the early stages of developing a pilot mentoring program. The development of this program is buoyed by the results of a 2006 mentoring survey that was sent to all faculty. Approximately 400 faculty responded, which is about a 23% response rate. The respondents were 56% male and 44% female. Their academic ranks varied: 44% Instructors, 26% Assistant Professors, 21% Associate Professors and 9% Professors.

A few snippets from this survey show that:
» 41% of respondents serve as a mentor and 59% do not.
» An overwhelming 70% of respondents indicated that they did not have a mentor.
» 61% noted that work life issues are the most important component of a mentoring program, while 39% noted career development as most important.

Our goal is to consider what can be done at the hospital-wide level and what can be done at the department level, then tailor the program with both of these aspects in mind. Another goal is to provide a program that addresses the needs identified in the survey, while recognizing that not all faculty answered the survey. The program will collaborate closely with the pilot departments, the Multicultural Affairs Office, the Office for Research Career Development as well as the Office for Women’s Careers, to promote inclusiveness, practicality and to help ensure a high level of commitment and success.

The graph on the left depicts an overview of the mentoring program, highlighting what will be offered hospital-wide versus what components will be considered department specific. Please note that this is subject to change as the pilot program progresses and results are assessed.

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Office for Research Career Development (ORCD)

ORCD offers Lab Management Workshops for research faculty

As research scientists we spend many years learning laboratory methods and honing our skills in critical thinking and experimental techniques. But many of us find that we are lacking in important management skills needed to develop and maintain a successful independent laboratory. With the introduction of a new series of workshops, the Office for Research Career Development is trying to fill that void. The first ORCD Lab Management Workshops were launched in March, with a two-part series led by Joanne Ingwall, PhD, Professor of Medicine at HMS and Director of the NMR Laboratory for Physiological Chemistry at BWH.

The highly interactive workshops covered two important topics. “Choose Your People” focused on how to hire and keep lab members, when to hire a technician versus a postdoc, and how to motivate lab members for the goals of your research. On the second day, the topic was “Organizing the Lab to Support the Research,” and the discussion focused on strategic planning, including developing a 5-year plan of research goals as well as short-term productivity plans to keep the lab moving forward. Dr. Ingwall will return to repeat this workshop in the coming fall or winter, and the next installment of the ORCD Lab Management series will be in May (see back page).

Bibliography of lab management resources:

(books listed below available in our CFD lending library, BUL 370)


Erin Tracy, MD, MPH, Assistant Professor of Obstetrics, Gynecology and Reproductive Biology and Director of the Vincent Faculty Mentoring Program shares her thoughts on the importance of mentoring.

Why is mentoring important?
As we face our many challenges in academic medicine: it helps us learn how to be a great physician with lots of competing demands; it provides assistance with professional development, whether it is scholarly activity, grant writing or research guidance; and it can also help with getting “connected” in your field and provide networking opportunities. Mentoring can help with work/family balance. It is helpful to talk to those who have been through it before you. It helps with collegiality as well. Note: the mentor derives satisfaction from a mentoring relationship too. Another eloquent description of the importance of mentoring was described by Dr. Daniel Tosteson, who stated, “We must acknowledge that the most important, indeed, the only thing we have to offer our students is ourselves. Everything else they can read in a book.”

What does mentoring mean to you as a mentor?
I feel a responsibility to do it and it is rewarding. I mentor a first year HMS student every year, and enjoy it. Mentoring residents is a nice way to make friendships and keep up the relationships. Also, I like getting to know my mentees, and take pleasure in their successes... even when they don't need me anymore! I was extremely flattered to be nominated for an HMS mentoring award–I saw the nomination letter—it is amazing to know what a difference you can make to someone.

What does mentoring mean to you as a mentee?
My mentors helped my “organized medicine” life. They influenced me and my course of action. They were role models for me on how to be a working mom and have comfort with my decisions on balancing both work and family. Some of my mentors have also been outside of my department, I searched them out to help with things not found in my own department. It is also important to note that there are also “silent” mentors whom you may only meet once, but have a profound impact on your choices and can encourage you in ways that move you along.

What should we know about mentoring?
We are all daunted by taking on more responsibilities, and people need to know that mentoring does not necessarily have to take up a lot of time. If you make
Claflin Distinguished Scholar Award winners

The Claflin Distinguished Scholar / Faculty Development Awards were established by the Women in Medicine (WAM) Committee and Executive Committee on Research (ECOR) with the goal of increasing opportunities for women to advance to leadership positions in academic medicine. We are happy to announce this year’s winners:

Jodie Babitt, MD, Instructor in Medicine
Miriam A. Bredella, MD, Assistant Professor of Radiology
Caroline E. Burns, PhD, Instructor in Medicine
Stephanie R. Jones, PhD, Instructor in Radiology
Xin Li, PhD, Instructor in Medicine
Jing-Ruey Yeh, PhD, Instructor in Medicine

Join us in congratulating these exceptional women!

Women in Medicine Month reception celebrating women faculty

In honor of Women in Medicine Month, the Office for Women’s Careers is sponsoring a reception to celebrate women faculty and their accomplishments at the MGH.

Thursday, September 18, 2008
3 to 4:30 pm
Bulfinch Tent

Guest Speakers: Peter Slavin, MD, President of Massachusetts General Hospital and Jeanine Wiener-Kronish, MD, Chief of the Department of Anesthesia and Critical Care

rsvp: owc@partners.org or (617) 724-5229

A tribute book will be created to highlight the accomplishments of the women faculty here at MGH. Call for contributions to this year’s Tribute Book will begin in May. Look forward to hearing from you!

Quick tips

Mentoring tips

Mentors:
1. Be available
2. Ask questions
3. Identify strengths
4. Assist the mentee in developing goals/strategies and timelines to achieve these goals
5. Give open, honest feedback

Mentees:
1. Be honest and communicative regarding background and goals
2. Be open to feedback, thoughts and/or suggestions
3. Follow through
4. Accept challenges
5. Assess relationship/have open dialogue regarding mentoring needs

What difference has mentoring made in your department?

I believe it has improved collegiality by fostering relationships and friendships that may otherwise not have formed. It has also probably helped with professional development and identifying people who can help you. Our program is a fluid process and faculty feel comfortable adding new mentors if they find they need to. In addition, the mentors have achieved personal satisfaction and derived benefit from the mentoring relationship.

*Image idea obtained from Prince William County School website

Annex C
**May events**

**May is Faculty Development Month!**

**Improving Negotiation Outcomes**
This session will focus on the structure of negotiating by reviewing a systematic approach on preparing to negotiate. An interactive seminar to help you understand the barriers and strategies to successful negotiations.
Speaker: Robert C. Bordone, Harvard Law School
Monday, May 5, 2008 • noon to 2 pm
Yawkey Conference Room 10.660
rsvp: cfd@partners.org or (617) 724-0818.

**Academic Career Development Series**

How to get promoted from assistant professor to ASSOCIATE PROFESSOR
Panelists: Keith W. Miller, PhD, Tayyaba Hasan, PhD, and Jan Shifren, MD, moderated by Mary Clark, PhD
Tuesday, May 6, 2008 • 4 to 5:30 pm
Thier Conference Room
rsvp: cfd@partners.org or (617) 724-0818.

**ORCD Mentored Lunch Series**
An opportunity for informal conversations between senior research faculty Mentors and junior research faculty from different departments. Bring questions and topics of discussion.
Wednesday, May 7, 2008 • noon to 1:30 pm
Conference Room D, Building 114, CNY
Monday, May 19, 2008 • noon to 1:30 pm
Conference Room D, Building 114, CNY
Thursday, May 29, 2008 • noon to 1:30 pm
Thier Conference Room, Main Campus
rsvp: orcd@partners.org or (617) 643-1606.

**Lab Management Workshop for Research Faculty**
When to Ask for Help: The EAP as Your Partner in Lab Management
Speaker: Lisa Goss, MSW, LICSW
Wednesday, May 21, 2008 • noon to 1:30 pm
Thier Conference Room
rsvp: orcd@partners.org or (617) 643-1606 by May 15.

**Ice Cream Social**
Come and network with your colleagues to celebrate Faculty Development month!
Tuesday, May 27, 2008 • 4 to 5 pm
Thier Conference Room
rsvp: cfd@partners.org or (617) 724-0818 by May 21.

**June events**

**Publishing in High Impact Journals**
Taking the time to write a manuscript is hard enough. Once written, you want to make sure it gets accepted into a well-regarded journal. Learn how to optimize your chances of acceptance into a high impact journal.
Speaker: Julie R. Ingelfinger, MD
Thursday, June 12, 2008 • noon to 1 pm
Thier Conference Room

**ORCD Post Doc Poster Day**
Third Annual Research Fellows Poster Celebration showcasing the accomplishments of postdocs conducting research at the MGH, and offers them the opportunity to present their original work to the whole MGH community. We invite all research fellows across the MGH to submit an abstract.

ABSTRACT DEADLINE: Friday, May 23 at 5 pm.
Abstracts must use the template provided by the ORCD!
Visit http://www.massgeneral.org/facultydevelopment/orcd/within+mgh.html for more information

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**Faculty Spotlight**

Douglas M. Dahl, MD was recently appointed Director of the Robotics Program at MGH as well as promoted to an Associate Urologist!

Joseph A. Grocela, MD was recently promoted to Assistant Professor of Surgery!

Aleksey G. Kazantsev, PhD was recently promoted to Assistant Professor of Neurology!

Marcy E. MacDonald, PhD was recently promoted to Professor of Neurology!

Join us in congratulating these faculty members!

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Office for Research Career Development
Office for Women’s Careers

**Editorial Staff**
Donna Lawton • Ann Skoczynski, PhD • Brenda Vega

Massachusetts General Hospital
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Email: cfd@partners.org
How do you spell help? E-A-P!

The Employee Assistance Program (EAP) at MGH is a service available to the Partners "family". EAP is a workplace based personal consultation, information and referral program for all employees and their families. The EAP offers assistance with all types of work-related, personal or family concerns. The EAP provides consultation and training addressing a wide variety of common (and even uncommon) workplace problems. It provides consultation and crisis intervention to workgroups. The EAP provides free counseling and referrals for issues that affect our personal and public lives. The EAP is an expert resource providing smooth liaison between the workplace and community resources. All services of EAP are strictly confidential.

The EAP mission is “To promote a healthy work environment and to enhance and maintain the well-being of employees of the healthcare community which we serve, making possible excellence in patient care, teaching and research.”

The EAP is sponsored by Partners HealthCare System, Inc. (PHS) and is located at five institutions throughout PHS. As a faculty member, this program is free and offered as part of your MGH benefits.

According to Director Andrea Stidsen, LICSW, “the value of EAP is that it provides an opportunity that is quiet and separate so the focus is on the employee and their situation. EAP provides an individual consultation with an expert to help define the issue and identify the pieces of it and make it more manageable. In addition, EAP understands the individual pressures in the context of the organizational culture – we can see the bigger picture, the individual in context of family life within MGH. Our motto is “Support throughout the seasons of life”.

Partners EAP was awarded the 2007 Corporate Award for EAP Excellence by the Employee Assistance Society of North America.

EAP can help with:

» Balancing Work and Family
» Parenting, Family and Marital Concerns
» Childcare and Eldercare Resources
» Workplace conflicts
» Psychiatric and Emotional distress

» Addictions
» Illness and Loss of family members
» Financial Difficulties
» Legal Concerns
» Domestic Violence

From the Director – Nancy J. Tarbell, MD

We hope you are enjoying the start of summer and find some time to relax.

We also hope that you take the time to read about EAP in this edition. It is an important service at the MGH.

Lastly, it is with mixed emotions that I write my last note to you as Director, Center for Faculty Development. I am on to a new opportunity at HMS, as the Dean for Academic and Clinical Affairs at HMS.

I am excited to be part of and influence some very important HMS initiatives and topics that will affect HMS faculty. It has been a pleasure to work with all of you at MGH and MGHfC. I look forward to working with many of you in my new role as well!

Best,
**The EAP as your partner in lab management**

The research faculty at Massachusetts General Hospital who participated in the ORCD’s Lab Management Workshop Series recently learned valuable information about using the Employee Assistance Program (EAP) to address personnel and management issues in the laboratory. Lisa Goss, MSW, LICSW, CEAP and Leslie Strachan, LICSW, CEAP, Corporate Employee Assistance Consultants, introduced the services of the EAP and discussed the resources available for lab managers, including management consultations. The interactive workshop looked at the supervisor’s role in using the EAP for lab issues, and discussed behavioral indicators that suggest an employee could be referred to the EAP. Participants also very effectively used role-playing to practice “supportive confrontation” of an employee exhibiting problems. The EAP has put together a Manager’s Handbook, available by calling (866) 724-4EAP, that discusses these topics and others covered in the workshop.

Lisa Goss, MSW, LICSW, CEAP is the EAP liaison to the MGH Research community. One of the services offered by Lisa and the EAP staff is Management Consultations. EAP staff can consult with PI’s to assess a lab management situation and recommend courses of action; and they can consult with lab managers on the best way to inform and refer employees who may benefit from EAP services. You may contact Lisa directly at lgoss1@partners.org, or the EAP at (866) 724-4EAP or [www.eap.partners.org](http://www.eap.partners.org).

**Behavioral indicators that suggest a referral to EAP**

(from the EAP Manager’s Handbook, pub. 6/2007)

- Changes in General Appearance
- “On-the-Job” Absenteeism
- Difficulty with Concentration
- Confusion
- Changes in Energy Level
- Illness
- Changes in Speech
- Too Social/Isolates
- Poor Employee Relationships on the Job
- Mistakes/Bad Judgments

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**Ask us**

John B. Herman, MD, Associate Professor of Psychiatry, Associate Chief in the Department of Psychiatry, Medical Director for Partners HealthCare Employee Assistance Program shares his thoughts on the Employee Assistance Program.

What is the most important message you would like to get out about EAP?
I think it would have to be – “Don’t worry alone – help is available”. EAP has a seasoned, highly skilled staff that can help sort through even the most complex problems and recommend solutions.

What is the biggest advantage of EAP?
First, it is our experience from working inside the workplace and culture that provides insights and judgements which help us custom tailor our recommendations to the unique situations each client brings to us. There are not many ‘out of the box’ solutions. We are used to collaborative and creative problem solving, and then providing resources to help achieve the solutions we devise. We understand that all sorts of individual personalities must integrate into our organization. When creating the EAP 18 years ago, we decided on a “home grown” and on-site program. This adds significant value to our program – we have built relationships throughout every institution. You will not be calling an anonymous 1-800 EAP line in some other state or country.

As Medical Director, what are some of the types of things that you see EAP can help faculty with?
EAP offers help for a wide scope of work and family life issues, and recommends solutions. We help with tricky conflicts/problems of academic life: career trajectory, lab politics, grant issues, having management responsibility for staff who were once your peer or mentor, etc. We are a resource, a confidential place to talk.
We would like to congratulate Nancy J. Tarbell, MD, who has been named Dean for Academic and Clinical Affairs at Harvard Medical School (HMS) effective Monday, July 28. She will be charged with coordinating clinical department reviews and will oversee various HMS affiliation agreements. Her portfolio will include the Office of Faculty Affairs, the Office of Faculty and Research Integrity, the Office for Diversity and Community Partnership and the Department of Ambulatory Care and Prevention.

We would like to thank Nancy on behalf of the MGH community for all she has done to advance faculty development initiatives. Nancy came to MGH in 1997, to start the Partners Office of Women’s Careers at MGH. During her time here, she has worked tirelessly to promote the advancement of MGH women faculty, spearheaded the growth of the Claflin Awards, counseled and advised countless faculty members, chaired the Women in Academic Medicine Committee, and in 2005, she expanded her role to the Director of the Center for Faculty Development, where she has been focusing on the Annual Career Conference initiative most recently.

Nancy will continue at MGH in her clinical capacity, as a pediatric radiation oncologist.

Please join us in wishing Nancy much success as she embarks on her new journey at HMS!

Quick tips

**Stress relief tips –**

» Try to identify personal stressors.
» Communicate with friends, family, co-workers.
» Get moving! Exercise is a great stress reliever. Exercise regularly.
» Sleep.
» Change what you can and accept what you can’t.
» Keep it in perspective. “Is this really a matter of life or death or does it just seem like it right now?”
» Make time for your family.
» Make time for yourself. Set aside quiet time.
» Make time for others.
» Get help if you need it.

Information from EAP website.

You may contact EAP Monday through Friday, 8 am to 5 pm at (617) 726-6976. *(After hour coverage is available via instruction on EAP voicemail message.)*

For more information, please visit EAP website at: [http://www.eap.partners.org/](http://www.eap.partners.org/)
**Faculty Spotlight**

David Henderson, MD has been honored as the 2008 recipient of the Brockton High School Distinguished Alumni Award.

John B. Herman, MD was elected Chairman of the Board of Registration in Medicine.

Gina R. Kuperberg, MD was invited to serve as a member of the Language and Communication Study Section, Center for Scientific Review.

George I. Papakostas, MD was named this year’s winner of the prestigious Max Hamilton Award from the Collegiums Internationale Neuropsychopharmacologicum.

Andrew L. Warshaw, MD has been honored with the prestigious 2008 HMS Joseph B. Martin Dean’s Leadership Award for the Advancement of Women Faculty.

Join us in congratulating these faculty members!

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**Balancing Work and Family**

*Provided by the Employee Assistance Program*

All of us must allocate 24 hours a day to the activities of life. How well we balance responsibilities with doing things we truly enjoy directly affects our quality of life. It also helps manage stress. Are you satisfied with your balance of time between work and family?

If you answered “no,” you are not alone. Achieving balance with work and family is an ongoing process of juggling responsibilities at work and the needs of family members. These needs change over time. The key to success is stepping back and periodically analyzing how things are going. You can then decide if changes are needed. The result will be enjoying your life more and being in harmony with the things you value most.

10 **Steps Toward Balance with Work and Family:**

1. Work and family balance is a conscious decision.
2. Write down family goals.
3. Stick to your values.
4. Recognize that imbalance is sometimes inevitable.
5. Revisit your schedule.
6. Recognize the benefits of balance.
7. Manage distractions and procrastination.
8. Discuss expectations and responsibilities.
9. Organize your work better.
10. Know what Partners EAP can do.

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**Resilience: Being able to bounce back from stress**

*Provided by the Employee Assistance Program*

Resilience is having the skills or attributes to recover quickly from a mental, physical or emotional crisis. Some individuals seem to have a natural ability to bounce back from adverse circumstances. Others have to learn how to become resilient.

**Traits that Promote Resilience:**

- **Sense of Humor:** finds humor in life – able to laugh at self
- **Humble:** realistic about both talents and faults - recognizes strengths and weaknesses - modest - unpretentious - receptive - listens and considers
- **Balanced:** dynamic - wise - lives judiciously - is flexible and adaptable
- **Autonomous:** has and enforces safe boundaries between self and others – emotionally distances self from destructive people, environments and life situations - self-reliant - unique
- **Relationally Healthy:** values people – empathic - seeks to know and understand others - chooses healthy people to be with - relationships characterized by a balance of give and take - cooperative - comfortable with people/comfortable alone
- **Creative:** self-expresses through art forms (music, writing, painting, dance, etc.) - values own inner world - has an aesthetic sense - comes at things from varying perspectives - tries new things
- **Self-Motivated:** masters problems - takes the initiative and takes responsibility for actions - courageous - persistent - optimistic and confident - willing to endure reasonable pain for the sake of growth
- **Content:** alive in the moment - able to learn from or make the most of the difficult and enjoy the good - grateful - generous – non-anxious - holds reasonable expectations

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Email: cfd@partners.org
From Our Director

We hope that you find this winter issue of “ORCD Connections” useful. As our office settles into its 3rd year, we look forward to continuing our programs, advising and advocacy for the MGH research community. The office is pleased to be working on a number of new initiatives this year, including expanded programs on laboratory management, improved resources for mentors/trainees, and an orientation program for new MGH researchers. You will be hearing much more about these programs in the coming months, and we hope that they will significantly enhance your research experience at the MGH.

Sincerely,
Tayyaba

Tayyaba Hasan, PhD
Director, ORCD

Grant Writing Workshops Give Researchers a Boost

The ORCD has initiated a new style of grant writing workshop that we hope will significantly improve the funding potential of participants. The workshop combines presentations by senior MGH research faculty who offer strategies for optimizing the different sections of a grant proposal, stylistic writing advice, peer-review opportunities, and individual sessions with a writing consultant. In early February we offered an updated version of the program (to see workshop agenda and slide presentations, click here). Eighteen participants submitted drafts of their NIH R- or K-level grants, and took part in a rigorous full-day session designed to improve each grant. The program included interactive lectures on grant writing by MGH faculty Dennis Brown, PhD (Background and Significance, K awards), Susan Slaughenhaupt, PhD (Specific Aims), and Kristin White, PhD (Responding to the IRG). These faculty members, along with their colleagues Sylvie Breton, PhD, Tayyaba Hasan, PhD, Keith Miller, PhD and Robert Redmond, PhD, also offered guidance to participants during a peer review session in the afternoon of the workshop. In addition, writing consultant Carol Winkelman, MA, offered writing tips to improve grants. On the second day, she met individually with participants to assist them in editing their grants. The next session of the ORCD Grant Writing Workshop will be held in the fall. For more information, please email orcd@partners.org.

Senior MGH Faculty advised participants on their NIH grants at the ORCD/CFD Grant Writing Workshop in February.
MGPA Wins National Postdoc Association Grant and Partners in Excellence Award

Since it was founded one and a half years ago, the Massachusetts General Hospital Postdoctoral Association (MGPA) has been doing important work on behalf of the MGH community of research fellows. In addition to collaborating with ORCD on programs relevant to the postdoc community, the MGPA launched its own pilot program of Mentored Lunches. This program was recently awarded a grant by the National Postdoctoral Association. The grant provided national recognition for this excellent program, and $1,000 to continue the

Community of Science: Resources for Researchers

The ORCD is actively seeking ways to enhance MGH researchers’ access to important information, such as funding sources and potential collaboration opportunities. Community of Science™ (COS) is a web-based global resource for information critical for scientific research. We are exploring the possibility of an institutional subscription to COS, which would allow free access for all MGH researchers. To evaluate this service, we have arranged for a free trial subscription (see sidebar). We hope that as many researchers as possible will explore the resources at COS, and let us know if you think they provide important and useful information for your research endeavors.

COS services available during the trial:

1. **COS Funding Opportunities.** Information about more than $33 billion in funding for grants, fellowships, awards and more.

2. **Community of Scholars (Scholars Universe).** Information about more than 1 million scholars and organizations, including professional affiliations, research interests and publications.

3. **Illustrata.** Web-based access to indexed tables, figures and other objects found in scholarly research literature. Results can be saved or imported and used for presentations, lectures or research.

We need your feedback to help us evaluate COS. Please try the service and send us your comments:

orcd@partners.org.
New HMS Promotion Criteria

Harvard Medical School and Harvard School of Dental Medicine have adopted new criteria for faculty promotion and appointment. The criteria allow the sum total of each faculty member’s contributions and achievements to be considered in the promotion process, and in doing so provide different paths to advancement in the academic ranks.

Dr. Ellice Lieberman, Dean of Faculty Affairs at the Medical School, visited MGH on January 28th to give an overview of the new criteria. The former categories of Investigator and Clinician Teacher have been replaced with a flexible structure that allows each faculty member to choose an Area of Excellence: Teaching and Educational Leadership, Clinical Expertise and Innovation, or Investigation. In addition, each faculty member will be evaluated for their contributions to teaching and education, and other significant supporting activities will be assessed during the promotion process.

For more information on the new promotion criteria, including dates and locations of additional information sessions, please visit:
http://facultypromotion.hms.harvard.edu/index.php

Mark Your Calendars! Programs and Funding News

**Funding Through Innovation: The Licensing Office as your Partner**
Frances Toneguzzo, PhD, Director, Office for Corporate Sponsored Research & Licensing at MGH

Dr. Toneguzzo will discuss ways in which Researchers can partner with CSRL to turn research discoveries into patents and potential commercial products.

**Thursday, February 28, 2008**
[Link to presentation slides]

**The Relaxation Response: How to Counteract the Harmful Effects of Stress**
Herbert Benson, MD

The Benson-Henry Institute for Mind-Body Medicine

A Seminar on the physiology underlying the relaxation response, and an introduction to stress reduction for researchers.

**Wednesday, March 5, 2008**, 12:30 to 1:30 pm
Thier Conference Room

**Lab Management for Research Faculty**
Joanne S. Ingwall, PhD, Professor of Medicine (Physiology) and Vice Chair for Faculty Development in the Department of Medicine, BWH

This 2-part workshop will guide new and experienced PIs in becoming effective managers and leaders in the laboratory setting. Two 2-hour, mid-day sessions, details and registration available soon.

**Monday, March 31, 2008** and Tuesday, April 1, 2008.
[Register: orcd@partners.org]

**New HMS Promotion Criteria**
Ellice S. Lieberman, DrPH, MD, Dean for Faculty Affairs at HMS

The Office for Faculty Affairs at Harvard Medical School will be on-site again to educate faculty on the new changes to the HMS promotion criteria.

**Thursday, April 17, 2008**, noon to 1:30 pm
O’Keeffe Auditorium

**Write It So They’ll Read It!™**
Sheryl Lindsell-Roberts, Principal Sheryl Lindsell-Roberts & Associates

Write reader-focused documents, get the results you want, and cut your writing time by 30 to 50%. Space is limited, apply to cfd@partners.org by Mar. 24.

**Tuesday, April 29, 2008**, 9 am to 1:00 pm
Harvard Medical School: The Red Book, Invitational Fellowships – Informational Town Meeting

This meeting will provide information about the invitational fellowships and grants described in the Red Book, including the new Judah Folkman Fellowship at HMS. Attendees will learn about deadlines and eligibility rules, and have the chance to ask questions.

**Thursday, March 6, 2008**, 12:00 – 1:30 pm HMS, Gordon Hall, Waterhouse Room, first floor

**Harvard Medical School: The Biotech/Pharma Career Discussion for Postdocs**

The panel will discuss scientific opportunities available in pharmaceutical and biotechnology industries. Five panel members will discuss their experiences in this field.

**Friday, February 29, 2008**, 4:00-6:00 pm, TMEC Auditorium.

For information and to RSVP, email ksiggers@rics.bwh.harvard.edu

**Massachusetts Governor Deval Patrick spoke at MGH on February 11th to introduce a new $12 million research investment program, funded and administered by the Massachusetts Life Sciences Center. The program will promote research opportunities and increase industry-sponsored research in Massachusetts. For more information about this program, visit [www.masslifesciences.com](http://www.masslifesciences.com).**

Mary Clark, PhD, former Associate Dean for Faculty Affairs at HMS, is a consultant on all aspects of academic appointments for faculty at MGH. Each Tuesday she meets individually with faculty to discuss their academic career advancement. For an appointment with Dr. Clark, please email cfd@partners.org or phone 617-724-0818.