



*Center for Faculty Development (CFD)*

*A Resource for Faculty at MGH*

## Center for Faculty Development established

### Who are we?

The Center for Faculty Development (CFD) is a comprehensive initiative designed to facilitate the career development of MGH faculty. It is an umbrella organization geared broadly for ALL faculty and includes two distinct branches, the Office for Women's Careers (OWC) and the Office for Research Career Development (ORCD), which address specific concerns within the women faculty and research communities.

### Mission

The CFD facilitates the career advancement and job satisfaction of faculty at the MGH. Our strategies are to:

- Develop and implement programs for faculty at all stages in their careers
- Provide information, education, and resources
- Provide support and education regarding the promotion process and career pathways
- Provide counseling, advice, and support
- Analyze trends of promotion, advancement and retention throughout the hospital

### We Have a Lending Library for Faculty!

A list of all the books we have available is on our website at [www.massgeneral.org/facultydevelopment](http://www.massgeneral.org/facultydevelopment). Books may be borrowed for up to a month at a time. You may check out the books with our staff assistant at Bulfinch 370 anytime between 9-5 pm.

### FROM THE DIRECTOR

This is our first newsletter from the Center for Faculty Development. As you will read within these pages, we have many ideas and plans to help faculty advance and grow in their academic careers. We have broadened our scope from women faculty to supporting all faculty. In addition, the new Office for Research Career Development (ORCD) – see within – will focus specifically on the research community with its own particular issues and needs. We are pleased to work with Tayyaba Hasan, PhD, who will lead this initiative. We are just beginning this new expanded venture, and as always, look to you – our faculty – to help us to discover what your needs are and how our Center can be most helpful to you in your careers. Please be in touch with us with your ideas and suggestions.

Sincerely,  
Nancy J. Tarbell, MD

CFD=Center for Faculty Development

### MGH Faculty Council

Our advisory board is called the MGH Faculty Council and is comprised of faculty members and MGH/HMS leaders that meet quarterly to provide the CFD with guidance.

Members Include:

Michael Barry	Anne Klibanski	Rebecca Starr
Richard Bringhurst	Ellice Lieberman	Valerie Stone
William Crowley	Britain Nicholson	Nancy J. Tarbell
Nancy Gagliano	Daniel Podolsky	James Thrall
Mark Grubbs	Joan A. Sapir	Andrew Warshaw
Tayyaba Hasan	Isaac Schiff	Debra Weinstein
Leonard Kaban	Peter L. Slavin	Winfred Williams

## Excerpts from the article:

# Generation X: Implications for Faculty Recruitment and Development in Academic Health Centers

*Differences and tensions between the Baby Boom generation (born 1945-1962) and Generation X (born 1963-1981) have profound implications for the future of academic medicine.*

## Gaps in expectations about mentoring

Mentoring has never been so important to individual career development in academic medicine or to institutional health ... A young scientist's or physician's development of a productive career depends to a greater degree than in the past on the ability to "hit the ground running." Access to expert mentoring is required in order to accomplish this feat, that is, to acquire insights into the complexities of the organizational culture, to learn the "unwritten rules of the games" and to negotiate effectively for resources. Institutions and departments that purposely assist their new members to acculturate improve productivity, stability, loyalty, and leadership capacity.

Perhaps the greatest mentoring challenge of all has become generational differences. Seasoned faculties are expressing frustration that Generation X'ers appear to view mentoring as a right rather than a privilege. Moreover, Generation X'ers, less oriented toward institutional needs, expect their mentors to help them achieve their own goals, leading some senior faculty to label them "self-centered." Generation X'ers, without necessarily meaning disrespect, also tend to be more direct and outspoken than their parents, increasing the chances of their being seen as self centered. A shift in locus of control is also apparent; they resent top-down management and are unlikely to follow directions "because I said so."

## Gaps in expectations about the "ideal worker"

There exists a tendency for senior faculty to conclude that "they just don't make 'em like they used to" and to speak wistfully about the days before resident work-hours were limited. One senior faculty member commented that "young people need to work harder, and, frankly, I don't think they want to." While senior members are labeling young people as "slackers" and "uncommitted to medicine," junior members express a very different perspective. One said "a whole lot of docs at Duke look terrible from overwork. I want to say 'lie down and I'll come back in an hour.'" While such value judgments may stem from legitimate concerns about skill development or patient care coverage, on the one hand, and burnout on the other, such comments tend to alienate members of the other generation and to interfere with communication.

Another disincentive is the culture of "face time" – i.e., time physically present at work, which younger physicians

experience as restrictive and outdated, preferring to be evaluated on accomplishments and productivity.

## Gaps in expectations about faculty careers

Another difference now is that the top residents and fellows are not necessarily committed to academic careers. That steep climb toward the elusive "peak" of professor makes an HMO job look like "smooth sailing" by comparison. And many young physicians cannot see a clear, alternate path to success to the one modeled by senior faculty, whom they may not necessarily identify as role models.

These insights suggest strategies to assist members of the different generations to work together and to adapt practices to meet the needs of a changing workforce.

- Improve Mentoring
- Redefine the "Ideal Worker"
- Enhance Faculty Career and Leadership Development

An academic institution's faculty is its greatest asset. Thus the recruitment and preparation of the next generation of first-rate faculty ought to be of great concern to all who are invested in medicine. Certainly, workforce trends are notoriously difficult to predict. Even if medicine does not experience a fall-off in excellent candidates for academic careers, the changing demographics and conditions we have described here necessitate a variety of adaptations and innovations.

Bickel, Janet, MA and Brown, Ann J., MD *Generation X: Implications for Faculty Recruitment and Development in Academic Health Centers*, Academic Medicine, Vol.80, No. 3/March 2005

## AAMC 2004-2005 Faculty Salary Report

The latest data on medical school faculty salaries has been released. The 2004-2005 report includes information on full-time faculty compensation by rank, degree, region, and school ownership for more than 80,000 individuals in 73 departments or divisions in the basic and clinical sciences. With all 125 medical schools and many of their affiliates participating, this year's review provides the most comprehensive picture of faculty income.

You can access the most recent data, as well as find compensation tables for the past five fiscal years by going to <https://services.aamc.org/jfsreports>. The full report is also available for purchase at [www.aamc.org/publications](http://www.aamc.org/publications).

Our office at Bulfinch 370 has a copy that you can come look at between the hours of 9am – 5pm.

## Mark Your Calendars! Promotion Learning Series

A Series of Workshops for MGH Physicians (MD's) to Learn the Ins and Outs of Academic Advancement

Learn what it takes for physicians to get promoted at Harvard Medical School

### May 23: From Assistant to ASSOCIATE PROFESSOR

3:30 – 5 pm YAWKEY-10660

Panelists: Dr. Isaac Schiff, Professor and Department Chair: OB-GYN; Dr. Nancy J. Tarbell, Professor of Radiation Oncology and Director: Center for Faculty Development; Dr. Warren Zapol, Professor and Department Chair: Anesthesia

### May 30: From Associate to PROFESSOR

3:30 – 5 pm YAWKEY-10660

Panelists: Dr. Daniel Podolsky, Professor of Medicine and Chief Academic Officer: Partners HealthCare; Dr. Anne Young, Professor and Department Chair: Neurology

### June 6: From Instructor to ASSISTANT PROFESSOR

3:30 – 5 pm YAWKEY-10660

Panelists: Dr. Henry Kronenberg, Professor of Medicine and Division Chief: Endocrinology; Dr. Lewis Holmes, Professor of Pediatrics and Unit Chief: Genetics & Teratology; Dr. Jerrold Rosenbaum, Professor and Department Chair: Psychiatry

Moderator for all three workshops will be Dr. Mary Clark, former Associate Dean at HMS and current Consultant on Faculty Development to the MGH

Refreshments will be served.

RSVP requested at [afd@partners.org](mailto:afd@partners.org) or 617-724-0818

## A Career Development Check List

- Are you carving out time for SCHOLARSHIP* about patient care advances, research, teaching, curriculum development
- Are you carving out time for CITIZENSHIP AND SERVICE* such as committee participation on a local, regional or national level; giving presentations
- Are you carving out time to BUILD YOUR PROFESSIONAL NETWORKS* at professional society sponsored programs, peer to peer problem-solving, mentoring others and being mentored
- Are you carving out time to develop your PROFESSIONAL SKILLS* further in content areas such as: communication skills, leadership, managerial skills, teaching effectiveness, practice improvement, cultural effectiveness, and research

Look on our website for resources you need to follow up with these items

## Is your worklife out of control?

### Stop the Chaos

Need more help organizing your work life? Maybe you need to put some new systems in place. A system entails a routine of two or more steps that can help you reach an organizing goal, whether it's keeping track of your phone calls or scheduling a smooth flow of meetings. Here are a few examples. See if they work for you or if they inspire a system of your own devising:

- **Manage your email.** Schedule specific times to check your email. For most people, two or three times a day is enough. Immediately discard all impersonal, irrelevant messages. Briefly answer those that require an immediate response, then discard the initial message. Empty your in-box every week, say , on Friday afternoon.
- **Keep papers off your desk.** For current projects, create a simple standing file system that 's an arm length away and always within view. Put large, simple labels on each folder, and get in the habit of putting all the papers from your desk into the folders and returning the folders to the standing file.
- **Eliminate those little slips of paper.** Instead of writing your good ideas on sticky notes or the backs of envelopes, put all your notes and reminders in one place – a day planner, a small notebook (that you carry with you all the time) or a PDA. This could be the most powerful new organizing habit you cultivate. It allows you to capture your ideas and action plans in one easy place where you can always find them.

Source: *Working Mother* May 2003



## O W C

**2006 Claflin Distinguished Scholars**

Each year, the Office for Women's Careers and Executive Committee on Research award six grants to exemplary women scientists at the MGH. The purpose of these Claflin Distinguished Scholar Awards, named in honor of Honorary Trustee, Mrs. Jane Claflin, is to provide bridge funding for early-career women faculty to sustain research productivity during their child-rearing years. Awards are for two years, with a maximum of \$50,000 in direct costs per year. Award funds can be used for support of a technician, postdoctoral fellow or graduate student as well as for supplies. Out of a very competitive selection process this year, we are thrilled to announce the six winners of the 2006 Claflin Awards.

**Emmanuelle di Tomaso, PhD**, Radiation Oncology  
"The Role of PDGF-CC in Gliomas Angiogenesis"

**Maria Angela Franceschini, PhD**, Radiology/NMR Center  
"Neonatal Brain Health Assessment with Frequency-Domain Near-Infrared Spectroscopy"

**Elizabeth Lamont, MD**, Medicine/Hematology-Oncology  
"Individual and Supra-Individual Effects in Lung Cancer Clinical Trial Outcomes"

**Madhusmita Misra, MD, PhD**, Pediatrics  
"Bone Mass Accrual in Adolescents with Major Depression"

**Kathryn J. Moore, PhD**, Medicine, Lipid Metabolism Unit  
"Role of Netrin-1 in Atherosclerosis"

**Marielle Scherrer-Crosbie, MD, PhD**, Medicine/Cardiology  
"Early Detection and Prediction of Chemotherapy-Induced Cardiotoxicity in Breast Cancer Patients"

OWC=Office for Women's Careers

**Annual Celebration of Women in Medicine Month at the MGH**

September 6, 2006 12 – 1:30 pm; Location: Thier Conference Room (open to all); Guest speaker, Regina E. Herzlinger, DBA, speaking on the topic "The Role of Women in Health Care Policy and Consumer Driven Health Care"

**Professional Development Opportunities for Women Faculty****Early Career Women Faculty Seminar**

AAMC's Professional Development Seminar for Early Career Women Faculty is a four-day professional development seminar designed for assistant professors (associate professors are not eligible) focusing on academic medicine career building and skills in CV development and basic management skills. The accomplished seminar faculty offer inspiration and valuable career advice. The seminar is targeted primarily at physicians, but is also pertinent for PhD scientists.

Seminar objectives:

- To assist participants in creating an agenda for working toward her professional development goals
- To provide participants with insights into the realities of building a career in academic medicine, into key ways in which academic medicine is changing, and into leadership qualities demanded by these realities and changes
- To help participants to expand their network of colleagues and role models and to bring new energy to their networking
- To assist participants in identifying the skill areas on which they most need to work and give them a start in developing them.

**July 7-10, 2007; Enrollment opens February 2007.**

**Mid-Career Women Faculty Seminar**

AAMC's Professional Development Seminar for Mid-Career Women Faculty, **December 16-19, 2006**, Westin Kierland Resort & Spa, Scottsdale, AZ, is designed for women associate or full professors with clear potential for advancement to a major administrative position such as section or department head. CME credit is offered. Seminar objectives:

- To provide participants with insights into the realities of gaining a senior administrative position in academic medicine
- To assist attendees in developing key skill and knowledge areas related to academic and organizational leadership
- To give attendees opportunities to expand their network of colleagues and their vision of their own potential.

**Plan Ahead** – Dec. 15-18, 2007. Enrollment opens July 2007.

For more information on these AAMC programs, visit [www.aamc.org/meetings](http://www.aamc.org/meetings)



## New office to support research careers

### Moving Forward

A major initiative of our office is to offer a curriculum for the professional development of researchers at the MGH. This curriculum is designed to foster discussions on a range of professional topics to be geared for both research faculty and postdoctoral fellows. To kick things off, we

Program Manager, Wendy D. Zosh, at (617) 643-1170 or email [wzosh@partners.org](mailto:wzosh@partners.org) for more details on borrowing from our lending library. To find out about upcoming Professional Development for Researchers programs, please visit our website at <http://www.massgeneral.org/facultydevelopment/orcd> or join our mailing list by sending a request to [orcd@partners.org](mailto:orcd@partners.org).

### ORCD

#### A Message from our Director, Tayyaba Hasan, PhD

Welcome to the Office for Research Career Development! On behalf of all of us at the ORCD, I welcome you to our new office. As we move forward with initiatives and programs to improve the career paths of laboratory research scientists (both PhDs and MDs) at the MGH, we welcome your participation and suggestions. This is your office and your participation is crucial to fulfilling the mission of the ORCD. My vision for the ORCD comes from extensive discussions within the research community combined with a deep commitment to fostering the career development of young scientists and I invite you to join in our activities as we begin our endeavors. Please feel free to schedule a time to discuss your career needs or ideas with me by calling our office at (617) 643-1606. Please visit our website at [www.massgeneral.org/facultydevelopment/orcd](http://www.massgeneral.org/facultydevelopment/orcd)

ORCD=Office for Research Career Development

recently held our first Professional Development for Researchers program entitled “Funding through Innovation” in collaboration with Corporate Sponsored Research and Licensing (CSRL) to a capacity crowd. The event included an introduction by Frances Toneguzzo, PhD, CSRL Director, followed by a lively discussion on discovery, inventions, and patents with a panel of investigators- innovators at the MGH. Panelists included: David Boas, PhD; Mark Poznansky, MB, ChB, PhD; Frances Toneguzzo, PhD; Gary Tearney, MD, PhD; William Crowley, MD; and Rox Anderson, MD. If you happened to miss this event, but wish to view it in its entirety, a DVD of the digital recording will be made available in our lending library. Please call our

### Ongoing Endeavors

Our office is actively engaging Department Heads, Division Chiefs, Faculty, and Postdoctoral Fellows in discussions to improve the overall quality of research life at the MGH. Discussions on a wide range of issues from research support infrastructure to career mentoring and promotions are currently underway. To become involved in this unprecedented opportunity to enhance the research experience at the MGH, contact our office at [orcd@partners.org](mailto:orcd@partners.org).

### The MGH Postdoc Experience

Another major undertaking of the ORCD is to assist in the development of an institution-wide postdoctoral policy to enhance the recruitment and job satisfaction of research fellows, career mentoring and counseling, and fostering pathways to independence so that today’s research fellows may become tomorrow’s leaders. Involvement at both the faculty and postdoc level is necessary to ensure that any policy developed is robust and fair to all members of the MGH research community. The ORCD will continue to meet with members of the research community, as well as encourage and support the creation of a postdoctoral association at the MGH to offer a voice to the postdoc community. To assist postdocs in both career guidance and association formation, the ORCD has recently become a subscriber to the National Postdoctoral Association (<http://www.nationalpostdoc.org/>) and will be making these resources available to members of the MGH research community.

A note about the National Postdoctoral Association (NPA) – taken directly from their website: “The National Postdoctoral Association is a member-driven organization that provides a unique, national voice for postdoctoral scholars. NPA was founded in 2003, with an ambitious  
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## – The MGH Postdoc Experience

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agenda to enhance the quality (of the postdoctoral experience). Since then, the NPA has assumed a leadership role in addressing the many issues confronting the postdoctoral community that are national in scope, requiring action beyond the local level. Key alliances are being forged at all levels and new standards and policies proposed by NPA are being considered by federal agencies. The NPA is sponsored by the Alfred P. Sloan Foundation (<http://www.sloan.org/>) and the American Association for the Advancement of Science (<http://www.aas.org/>).

For more information about becoming involved in the formation of a postdoctoral association or contributing to the development of the postdoctoral policy, please contact our Program Manager, Wendy D. Zosh, at (617) 643-1170 or email [wzosh@partners.org](mailto:wzosh@partners.org) for more details.

### Featured Web Resource

*Science's Next Wave*, the oldest science career magazine on the web, lives on as the editorial voice of *ScienceCareers.org* (<http://sciencecareers.sciencemag.org/>). *ScienceCareers.org* includes

an average of over 1,000 job postings which are updated daily, career advice articles written by the editors of *Next Wave*, graduate program information, meetings & event information, funding opportunities on GrantsNet, and a Career Forum where scientists can get free advice about career-related issues from veteran advisors. Whether it's career advice or the latest job opportunities, scientists can count on *ScienceCareers.org* to provide the best resources to help further their scientific careers.

As always, we welcome any and all ideas, suggestions, and comments you may have about improving the lives of research scientists at the MGH.

### Visit our New Website

[www.massgeneral.org/facultydevelopment](http://www.massgeneral.org/facultydevelopment)

Did you know that we just created a comprehensive website that faculty can go to as a clearinghouse of resource information? Here is a sample of the kinds of information that you will find there:

- Events and Programs
- Funding and Award Opportunities
- Promotion Coaching
- Work Life Resources
- Career Advancement Resources
- Professional Development Opportunities
- A list of books available in our Lending Library
- Clinical Resources
- Teaching Resources
- Research and Clinical Research Information
- Women's Leadership Training Opportunities

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