

From the Director - Nancy J. Tarbell, MD



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'Keefe Auditorium.

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

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.

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>

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 investigation as 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

Community of Science™ : A collection of resources for MGH researchers

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.

To access the trial subscription, please visit:
<http://trials.proquest.com/ptc?userid=2550648>

And use password: proquest

Note: do not try to access the trial from the main COS website, it is only accessible through the above webpage.

Services available:

- 1. COS Funding Opportunities.** Information about more than \$33 billion in funding for grants, fellowships, awards and more. The database is verified by a team of COS funding editors and updated daily.
- 2. Community of Scholars (Scholar Universe).** Information about more than 1,000,000 scholars and organizations, including professional affiliations, research interests, and publication information.
- 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.

? Ask us



Ellice Lieberman

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 students, trainees or peers, and may be done in the classroom, or in the clinical or research setting.

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.

Office for Women's Careers (OWC)

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>

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

Will the CV format change with the new criteria?

There will be some changes to the CV which will allow assessment of the candidate's achievements using the new criteria. For example, we will ask about an individual's specific contributions to collaborative research projects. We are also working hard to enhance the instructions so that it will be easier for faculty members to assemble their CV.

Do you have any promotional advice?

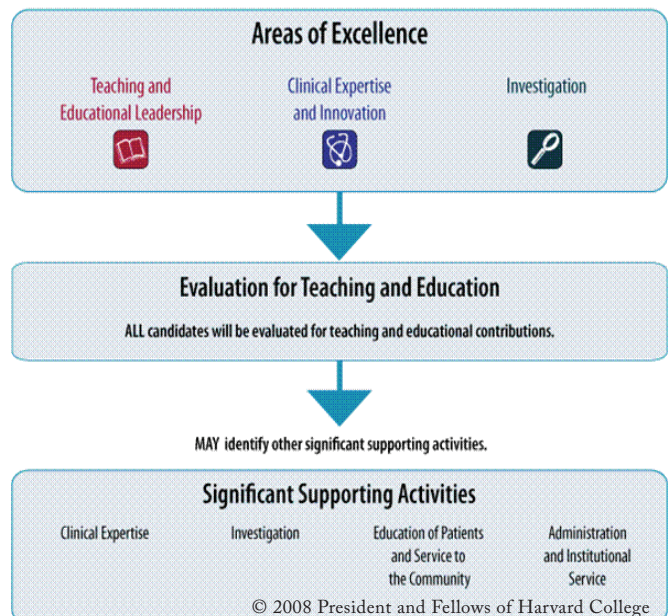
Start to think about promotion well before you are ready. Meet with your department head and mentors to plan your career track. It is also important to keep track of your contributions to teaching and other activities so that your CV can be as strong as possible.

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.hms.harvard.edu/>

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.



Visit: <http://facultypromotions.hms.harvard.edu/index.php?page=tool>

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'Keefe 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 cfid@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.

Advance is a publication of the
Center for Faculty Development
Office for Research Career Development
Office for Women's Careers

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Faculty Spotlight

Brett Bouma, PhD was recently appointed as a fellow to the Optical Society of America.

Alexa Kimball, MD was recently promoted to Vice Chair of Dermatology at MGH.

Guillermo Tearney, MD, PhD was a finalist for the 2007 Outstanding Technology of the Year Award from the International Academy of Science for the miniature endoscope.

Ronald G. Tompkins, MD, ScD was recently named the Sumner M. Redstone Professor of Surgery.

George Velmahos, MD, PhD was recently named the John Francis Burke Professor of Surgery.

Steven Zeitels, MD was recently promoted to Professor of Laryngeal Surgery.

Join us in congratulating these faculty members!

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.

Visit our website: www.massgeneral.org/facultydevelopment