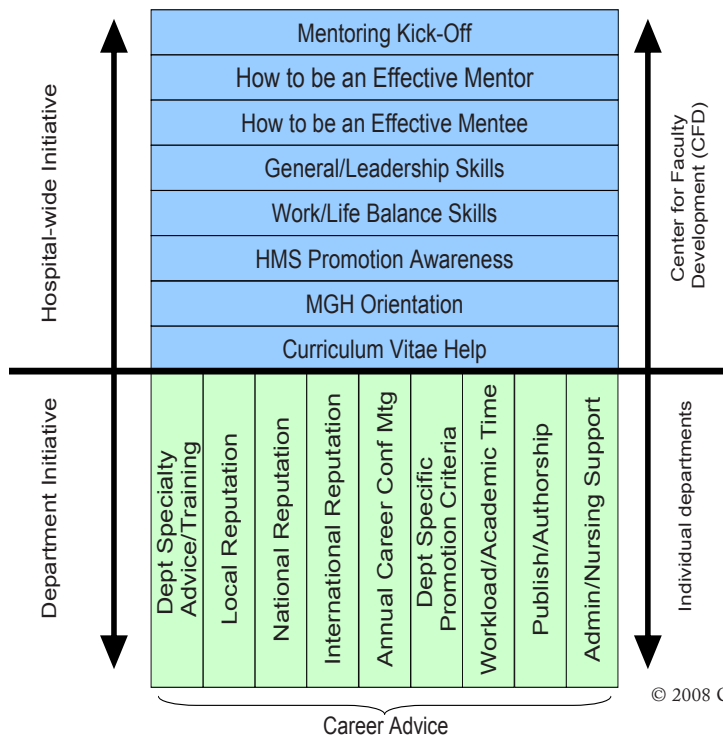


Pilot Mentoring Program – under construction

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.



From the Director – Nancy J. Tarbell, MD

Mentoring is an activity that we hear so much about—Do you have a mentor? Are you mentoring someone? It is certainly discussed in the academic medical setting as a critical dimension of a successful career. The art of balancing work and family is also built into many mentoring relationships. Please read the information on the pilot mentoring program - coming soon!

On another note, May is Faculty Development month! Join us in the celebration and attend one of the many programs we will be hosting in May. See back page for more details.

Enjoy the wonderful Spring weather!

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.

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)

- 📖 *At the Helm: A Laboratory Navigator*. Kathy Barker, Cold Spring Harbor Press, 2002.
- 📖 *Making the Right Moves: A Practical Guide to Scientific Management for Postdocs and New Faculty*. Burroughs Wellcome Fund & Howard Hughes Medical Institute, 2006.
- 📖 *Managing Scientists: Leadership Strategies in Scientific Research*. Alice M. Sapienza, Wiley-Liss Publications, 2004.

? Ask us



Erin Tracy, MD

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."¹

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

Office for Women's Careers (OWC)

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!

it a priority, it is not time consuming. To the mentee, just knowing that someone cares makes it helpful. If time becomes a challenge, I try and be creative – have my mentee over for dinner, have an off hours meeting or keep in contact via email and phone.

It is also helpful to have some structure in the mentoring relationship, in that mentees must delineate expectations for the mentor to know how to help them. I had a mentor I met with once, she had me list three things I wanted to accomplish and I actually did them. I am not sure I would have done them before that formal meeting.

It is important to note that mentoring is a relationship, not an activity. The relationship is always there, but over time, things change and the mentoring may stop or fizzle, and that is okay.

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.

¹Tosteson DC. Learning in medicine. NEJM. 1979;301:690-4.

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

*Image idea obtained from Prince William County School website

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: cfid@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: cfid@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: cfid@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+mgd.html> for more information



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!

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

Editorial Staff
Donna Lawton • Ann Skoczinski, PhD • Brenda Vega

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