

# Some Reflections on Helping Faculty, Particularly Women Faculty, with Career Development

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# Key Branch Points in a Career

- As a mentor or supervisor:
  - Identify and understand them
  - Look for ways to enrich interactions designed to help at those key points
- Even small things make a large difference
  - Words
  - Actions
  - Small amount of timely support (women versus men in this regard)

# What Should a Faculty Member or Trainee Expect from a Mentor or Supervisor?

- Truly know you, where you are in your career, where you would like to head, your strengths and areas for improvement, and what you need to advance and succeed
- The success of a Division, Department, or school inextricably linked to the successes of its faculty and trainees, so success of both intertwined and synergistic
- Corollary related to negotiating
  - Difference negotiating between what you want and what you need to succeed

# What Should a Faculty Member or Trainee Expect from a Mentor or Supervisor, Continued

- Work with you to identify key opportunities specifically relevant to you
- Most important grant funding opportunities if doing research
- Advise you as to what writing opportunities, committees, etc. to seek and accept versus decline
- Nominate you for relevant awards, service at HMS, your department or hospital, and in your professional society to gain national visibility
- Help get you asked to give major regional, national and international topics related to your work

# What Should a Faculty Member or Trainee Expect from a Mentor or Supervisor, Continued

- Look with you at areas of synergy with other faculty across Division, Department, or institution
- Assist you in achieving best balance for you individually between work and other parts of your life

# A Few Specific Comments on HMS Promotions

- People involved, from Division Chief to Department Chair to everyone involved in promotion review, want you to succeed
- Set of metrics specific to each track and rank, and the purpose of the system is to allow you to understand what is needed to get that specific promotion and help you along the way in getting there
- For any HMS promotion track, you have to want to write to be successfully promoted

# HMS Promotions, continued

- Difference for hospital faculty being promoted utilizing Investigation versus Clinical Expertise and Innovation and Teaching and Education and Leadership as Area of Excellence
- Metrics for promotion at HMS more concordant in Investigation track to your "day" job at the hospital
- In other tracks, metrics of high quality patient care or education in a clinical setting may not be same metrics as advancing new ideas in the field, and dissemination of those in written form, which is the cornerstone of scholarship
- Can achieve metrics at both hospital and HMS quite well, but need guidance along both sets of metrics

# Importance and Role of A Structured Annual Meeting

- We all interact daily in many ways and at many times, so may not be evident what more can be gained from a scheduled annual meeting other than as a requirement
- However, in most of our daily interactions, focus not necessarily entirely on you, where you are and where you want to head, but there are competing things to discuss that are more operational
- Value of structured annual meeting is that focus of that time is entirely on you and your career

# Importance and Role of Structured Annual Meeting, continued

Some Key Elements of a Successful Annual Meeting:

- Set aside sufficient time to accomplish goals
- Preparation ahead of time by both parties
- Meeting should be both structured and open-ended

# Importance and Role of Structured Annual Meeting, continued

- Meeting should be results-oriented
  - Examples include:
    - Decision to promote or a clear set of things needed
    - Specific grants to apply for and timing
    - Goals for written scholarship
    - Nominations
    - Review of teaching evaluations and patient metrics
- Meeting time used efficiently for both parties