



**MGH Office for Research
Career Development**

2005-2008
Report of Activities

~ Connecting Researchers

~ Building Skills

~ Advancing Careers



MASSACHUSETTS
GENERAL HOSPITAL

**Prepared by the Office for Research Career Development
(ORCD) Staff:**



**Ann Skoczinski, PhD
Program Manager
askoczinski@partners.org**



**Tayyaba Hasan, PhD
Director
thasan@partners.org**



**Peggy Ryan, BA
Staff Assistant
mryan11@partners.org**

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I. Executive Summary

The Office for Research Career Development (ORCD/Office) report examines the first three years (2005-2008) of the aspirations, activities and achievements of the Office. The creation of the ORCD in 2005 recognized the unique needs of researchers in a hospital environment and, the dramatic growth and contributions of the research community at the Massachusetts General Hospital (MGH) to the success and prestige of the institution. The researchers at MGH contribute not only scientifically and by clinical translation but also via royalties and licensing of discoveries. The Office serves the needs of all MGH researchers, with an emphasis on those holding the Ph.D. degree or a combination of Ph.D. and M.D. degrees and who are focused primarily on research. With a few exceptions, the Ph.D. research faculty is entirely dependent on soft money and has a unique set of concerns related to career development. These concerns include promotion of a diverse group in specialized scientific disciplines which are not easily judged and evaluated by non-specialists. These faculty members often teach without compensation, recognizing that students are a vital and refreshing component of successful research laboratories. Given the important role of the research enterprise at the institution and that the career pathways and institutional expectations for research faculty at the MGH, as an academic medical center, are different from traditional academic/clinical structures, the ORCD was created with the expectation that it (ORCD) would engender an environment conducive to the development and success of careers of the research faculty.

Soon after its creation, the Office was charged by the Executive Committee on Research (ECOR) with addressing the career needs of postdoctoral research fellows, in

addition to those of the research faculty. An immediate identified need for this group (postdoctoral fellows) was the development of an institution-wide policy to enhance the recruitment and job satisfaction of postdoctoral research fellows, their career mentoring and counseling, and the fostering of pathways to their independence.

The ORCD is governed by ECOR and guided by an Advisory Board and the Research Community via the ECOR representatives and a faculty and research fellow Steering Committee.

Because of the extended and thoughtful discussions amongst researchers and MGH leadership envisioning the ORCD, activities and programs were launched even as staffing was being completed. The activities described in the report have exceeded the initial goals of the office (e.g. addition of the postdoctoral constituency) and are presented in four major categories: Office utilization, Initiatives and Infrastructure for the Research Community, Collaborations, and Communications. Events in general have been very well attended and although exact numbers are difficult to establish, the overall participation/contacts was approximately 3000. The feedback from researchers on the activities of the Office has been uniformly positive. In addition, approximately 150 faculty, staff and postdoctoral fellows have demonstrated their support and appreciation by leading some of the ORCD-sponsored Programs.

Office Utilization

The three major components in this category have been Professional Development Programs, Research Recognition events and meetings with

individual researchers. Of these components, by far the most challenging have been the individual meetings, many involving conflict resolution related to personality incompatibility, authorship disputes or other related issues. Most of the problems arise from a lack of clarity in expectations and a lack of existing policies providing guidelines. On the positive side, meetings that are currently requested are increasingly moving toward advice for career development and promotions. The Professional development programs have ranged from recognizing and avoiding plagiarism to grant and manuscript writing. Research recognition events have become a regular feature of the ORCD activities.

Initiatives and Infrastructure

A key outcome in this category was the formulation of Guidelines for Research Fellows which clarifies the privileges and responsibilities of both the faculty supervisor and the postdoctoral research fellow. Much effort was expended in the formulation of this policy with input from researchers (faculty and postdoctoral fellows), and many MGH offices including Human Resources (HR), Registrar, General Counsel and the Partners' International Office (PIO). A five-year term limit and annual career planning session are two of the salient features of the policy. Since the launch of the guidelines, there appears to have been a decrease in conflicts which were based on a lack of clarity of expectations although conflicts continue to occur. Given that a significant proportion of our postdoctoral research fellows are foreign born and challenged by the English language, classes in English as a second language are offered each semester by the ORCD. This has been particularly appreciated by faculty supervisors who see improvements in communication and functioning of their teams. The ORCD also initiated the formation of the Mass General Hospital Postdoctoral Association (MGPA) which provides not only a sounding board

for concerns of the postdoctoral fellows but also a support system for the community of these young researchers. Orientation programs for new faculty and fellows have been instituted, as have mentoring sessions which bring together senior and junior investigators in an informal environment where guidance may be available. Finally, in collaboration with Harvard Medical School (HMS) and HR, titles have been clarified for graduate students and non-tenure track scientists.

Collaborations

The limited resources directly assigned to the ORCD necessitated aggressive collaborations with the existing infrastructure at MGH. Such collaborations have been invaluable for the successful functioning of the Office. Notable amongst these have been HR, which collaborates on a variety of programs and the Employee Assistance Program (EAP) which has helped in cases of conflict resolution. In addition, a strong collaborative relationship has evolved with the Research Ventures and Licensing Office to promote innovation and inventions amongst researchers and with the PIO to address career-related issues of foreign scientists. Outreach efforts have been made to various Thematic Centers and Departments offering informational assistance as it pertains to research career development. The ORCD staff continues to work with relevant offices at HMS and other hospitals and the Director serves on MGH and HMS committees as necessary.

Communication

A major identified need for researchers is the need for communication at various levels and the ORCD provides

information useful to researchers via its website (www.massgeneral.org/orcd) and its Newsletter *ORCD Connections*. It also contributes to the Center for Faculty Development newsletter *Advance*. Minutes from HMS Faculty Council (FC) meetings are posted regularly on the ORCD website to keep faculty abreast of discussions at the monthly FC meetings. ORCD announcements are a line item on the ECOR and Research Council agendas.

ORCD: the next 3 years

The vision for the next years results from extensive discussions with the research community as the ORCD continues to be guided by an Advisory Board and Steering Committees. Priorities will shift in response to needs and circumstances of the MGH researcher. In general, the ORCD will strengthen and, where possible, formalize initiatives such as mentoring and orientation. However, the *leading* concerns for the research faculty continue to be the issue of soft money and the lack of uniformity in the promotion process. Salary inequity also remains a source of angst for this group of faculty. As ECOR/MGH takes the lead on the former, the ORCD would hope to be involved in discussions pertaining to these efforts and assist wherever possible. On the issue of promotions, the Office will need to interface with the individual department chairs or their designees to assist in moving researchers' promotions and careers forward. The process of envisioning the ORCD triggered the formation of the umbrella

office, Center for Faculty Development. Moving into the next phase, the experience of the last years suggests an altered and improved administrative structure. A more integrated working and reporting relationship of the ORCD with ECOR and Research Management would enhance productivity and would greatly benefit the research community. Also in keeping with the original aspirations of the research community involved in the envisioning of the ORCD, faculty development at the institution would be most effective in a re-structured *Office* of Faculty Development with two *Co*-directors, one focusing on the needs of clinical careers and the other on the needs of research careers, with both co-directing women's careers. Women are represented in both the clinical and the research arenas and, insofar as gender-specific needs exist for academic career progression, both groups need to be served equally.

In summary, the vision of the MGH leadership and the research community, which resulted in the formation of the ORCD has been validated by the high utilization of the Office and the uniformly positive feedback. The uniqueness of such an office devoted to the career development of researchers based at a hospital is being recognized by other institutions as evidenced by queries and invitations to discuss the Office, suggesting that the MGH ORCD may serve as a model in several different settings.

Tayyaba Hasan

II. Mission of the ORCD

The Office for Research Career Development addresses the specific needs of the MGH research faculty and research fellows as identified in various discussions within the research community, MGH Scientific Advisory Committee, and ECOR. Areas of particular emphasis for this office are to clarify 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 to enhance communication within the

research community. While our overall mission is enduring, the specific areas of emphasis must remain flexible. These have to be sensitive to the changing needs of research career development in response to changes in the environment of the research enterprise itself, locally, nationally and internationally. The ORCD welcomes suggestions from all researchers that will enhance the specifics of the mission (www.massgeneral.org/orcd/), especially those ideas that will further the careers of the MGH research community.

III. An Historical Perspective of the ORCD

At its annual meeting in February of 2003, the Scientific Advisory Committee (SAC) of the MGH met with a number of research scientists to review scientific progress and funding successes by researchers at the MGH, and recognized the critical role of the research enterprise at the institution. SAC recommended the formation of an Office that would foster the career development of researchers at MGH.

Numerous discussions occurred amongst research faculty and between research faculty and senior MGH administration leading to a generalized structure for such an office. This general concept was formally presented by a group of researchers (PhD Steering Committee) to ECOR on May 12, 2003. ECOR

appreciated the input by this group and enthusiastically accepted the findings of the 2003 SAC. ECOR also agreed to working with the PhD Steering Committee on these matters and appointed Dr. Alan Ezekowitz, the incoming Vice Chair of ECOR to lead the discussions.

A Task Force chaired by Dr. Ezekowitz was formed and the March 31, 2004 minutes from the second meeting read as follows:

“The Task Force meeting began with the question, what would an office for career development look like and how would this office best serve both the research community and the larger MGH community? The goal of this meeting was to explore these questions and answer them by constructing an Office for

Research Career Development.”

The most pressing issue identified was the sense from many in the research community that their contributions are not recognized and that there does not currently exist a clear and transparent pathway towards recognition and promotion. Where does the basic scientist fit in a hospital environment and what would their future look like? How would an Office for Research Career Development help to answer these questions? It was recognized that the Office could be an important advocate for the researcher, and would work in tandem with the Chiefs.

Dr. Ezekowitz also pointed out that an Office for Research Career Development would be complementary to the Multicultural Affairs Office (MAO) and the Office for Women’s Careers (OWC). These two offices have their own missions and strengths. An Office for Research Career Development would function in parallel to MAO and OWC. From this initial discussion, a structure and an initial mission emerged.

The mission as originally proposed was: To support the career development of the research community in an academic hospital.

The Task Force envisioned the structure of the Office as follows: a Director (who must be an active PI in the MGH basic research community) would report to an Advisory Board which in turn would report to ECOR. A full-time Administrator and Administrative Assistant would report to the Director.

As discussions for formation of the Office

for Research Career Development were maturing, a proposal for the formation of an umbrella office, Center for Faculty Development, was discussed and approved.

In June 2005, Dr. Tayyaba Hasan was recruited after an internal search as the first Director of the ORCD and funding for the office was released in October 2005.

Staffing for the ORCD was completed in December 2005 with a Program Manager and a staff assistant reporting the Director. Among the specific goals for the office as envisioned by Dr. Hasan were to:

- Take a leadership role in fostering the successful career development of the MGH research community including recruitment, stabilization, retention and reward of outstanding scientists.
- Provide programs and opportunities necessary to ensure a comprehensive and coordinated career development program for the research faculty.
- Act as an advocate for the MGH research faculty in the relevant scientific bodies at the MGH, as well as within Partners and HMS. This will necessitate reviewing and amending the ORCD’s responsibilities from time to time.

The following review describes the programs and initiatives that the office has developed since its inception to meet these original goals as well as new goals that have emerged as the office has grown.

IV. 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 and hospital administrators, and meets once per year to review the activities of the office. It was first convened when the office opened in 2005. The ORCD Steering Committee was formed in the fall of 2007. This committee consists of 18 faculty members representing all ranks, as

well as two postdoctoral fellows. The Steering Committee provides a so-called ‘finger on the pulse’ of the research community, providing feedback and suggestions for office initiatives and activities, from the various perspectives of the diverse MGH research community. **Appendix A** lists the membership of the Advisory Board and ORCD Steering Committee.

V. Office Utilization

Introduction. Since its founding, the ORCD has enjoyed a great deal of participation and collaboration from the MGH community. The development of the Guidelines for Research Fellows was a collaboration of many individuals from departments and offices throughout MGH, Partners and HMS. And the office maintains collaborations with various offices and committees, listed in Section VIII of this Report. Our professional development programs have served almost 3,000 participants in the past three years. And, perhaps most importantly for the continued success of the office, approximately 150 faculty and staff volunteers have collaborated on our programs and donated their time to lead seminars, sit on review panels and contribute ideas and guidance to the office (see **Appendix B**). The level of participation by the MGH research community reflects the great need that the office fills.

Professional Development Programs. Programs and seminars are the most visible activity of the office, and are designed to meet a pressing need of the research community. The MGH Scientific Advisory Committee, in first recommending the formation of the office, noted the isolation that many research faculty felt, and their lack of

opportunities to develop skills for professional advancement. The office sponsors 1-2 programs each month to meet this need. We consistently receive positive feedback on these programs, and continually seek ideas from researchers to develop new programs. The office sponsors 1-3 programs per month, including seminars related to the responsible conduct of research, career planning/advancement programs, and events that highlight the research accomplishments of MGH professional researchers. **Appendix B** shows a comprehensive list of all seminars/workshops offered by the ORCD, organized according to the four major topics that they address: Information/Planning Sessions, Networking/Advancement/Recognition, Professional Skills Training and Responsible Conduct of Research. Within these topics, the office has organized some programs into series that address important development and training needs of researchers. For example, in 2007 we began a series of panel discussions on research careers with a seminar titled “Beyond Academia: Research Careers in Industry.” This extremely popular seminar was followed in 2008 with panel

discussions on research careers in academics (“Finding your First Academic Job”), and opportunities for scientists in technology transfer. The series will continue in 2009 with a discussion of government, law and editing careers, as well as reprising the most popular panel discussions on industry and academic jobs.



Beyond Academia Career Panel Members

In fall 2007, the office piloted a new type of hands-on grant writing workshop to help small groups of PI’s edit and improve their NIH grants. Due to the success of this program, we now offer this workshop twice per year, coinciding with two of the NIH resubmission deadlines. The grant writing workshop has now run a total of 3 sessions, serving a total of 52 researchers. Of the 36 participants from the first two workshops, seven have gone on to receive funding so far, and several more have improved the scores/reviews of their grants.

The office has also instituted a curriculum series titled, “Lab Management for Research Faculty,” to assist newly independent researchers in developing management skills sufficient to run a successful lab. We have brought in faculty development expert Joanne Ingwall, PhD to lead three workshops on starting and keeping new lab members, organizing the lab to support the research, and mentoring. In addition, we have recruited MGH staff from the Employee Relations division of Human Resources and the Employee

Assistance Program, to discuss policies and procedures related to their offices, and ways that they can assist with management issues in research laboratories.

The office has also contributed to the institution-wide need for education programs in the Responsible Conduct of Research. Since 2005 we have offered four programs in this important category, including seminars on research compliance, plagiarism, image manipulation in scientific papers and ethics and guidelines of authorship.

[Research Recognition Events.](#) Our Postdoc Poster Celebration has become an annual spring event that allows the MGH community to learn more about the excellent studies conducted by our research fellows. And, we were pleased to have a reception and seminar in November 2007 to recognize the unprecedented six grants awarded to MGH researchers in the prestigious new NIH Pathway to Independence program (K99/R00 grants).

[Individual Career Advice and Conflict Resolution.](#) The office conducts an average of 100 individual advising meetings per year, many of which involve several telephone and electronic follow-ups. When the ORCD initially opened the majority of these meetings were requested to help resolve specific conflicts in research labs. As the office has grown in visibility, there has been a significant increase in meetings requested for career advice and professional advancement. In addition to these meetings, the office fields approximately 25 additional contacts per week by email and phone, with requests for information and advice from the research community. **Appendix C** graphically summarizes ORCD career advice meetings over the first three years.



2008 Research Fellows Poster Day

VI. Initiatives & Infrastructure for the Research Community

Guidelines for Research Fellows. The Guidelines for Research Fellows (the “Postdoc Policy,” found in **Appendix D**) is the initiative that received the bulk of the ORCD’s attention in 2006-2007. Prior to the development of the Guidelines, there was no clear structure or definition of the rights and responsibilities of postdoctoral fellows and their faculty mentors, and as a result many miscommunications and misunderstandings affected the morale in the research training community. The guidelines helped to clarify the roles of all parties involved in postdoctoral training at MGH, and have defined the training environment with much more clarity than had previously been the case. The Guidelines were completed and approved in the summer of 2007, and went into effect on November 1, 2007. The following MGH/Partners offices provided important feedback to ensure the integrity of the policy: the Executive Committee on Research, 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. Compliance with the policy has been high since the Registrar’s office made the associated forms and letters a requirement for appointment and credentialing. The five-year term limit, the Annual Career Planning form, and the associated meeting that is required between PIs and fellows, are all doing a great deal to improve the career advancement and job satisfaction of our fellows. Feedback from faculty and fellows indicates that both groups see the Guidelines as a very positive step for the MGH research endeavor.

Mass General Postdoctoral Association (MGPA). In 2006 the ORCD initiated the

creation of the Massachusetts General Postdoctoral Association (MGPA), and the office continues to advise the organization and manage its budget. The MGPA was formed to provide postdoctoral fellows with a foundation for a more cohesive community, and a voice in the research training environment at MGH.



2008 MGPA Leadership

The MGPA is led by an enthusiastic core group of postdoctoral fellows who develop and present networking and professional development opportunities for the 1,100+ research fellows at MGH. In 2008 the MGPA won a grant from the National Postdoctoral Association, allowing them to continue their excellent mentoring series. The group was also recognized for its service to the postdoctoral community with a 2007 Partners in Excellence Award.

Orientation Program for Faculty and Postdoctoral Fellows. The ORCD Steering Committee, in its inaugural meeting in the fall of 2007, noted the importance of developing an orientation program for researchers joining MGH, and those transitioning from trainee positions to faculty positions. This was a critical need because many incoming faculty and trainees have never worked in a hospital environment, or in an organization

as large as MGH, and they often found that simply locating available resources was a daunting task that could significantly slow down their research progress. The office has created separate orientation folders for faculty and fellows that contain critical information about the hospital and its research community. ORCD staff and MGPA volunteers will attend orientation meetings conducted by the Professional Staff Benefits Office to meet new postdoc arrivals, introduce the office and provide a folder for each individual (see **Appendix E**). In addition, beginning in September 2008, the office now holds monthly orientation meetings geared towards faculty or fellows (on alternate months). These luncheons allow new MGH researchers to network, meet ORCD staff, ECOR representatives and MGPA board members, and to gain valuable advice to enhance their MGH experience.

Mentoring. The need for mentoring at all levels of scientific careers is well-documented at the national level, and MGH is no exception. The hospital environment, the distance between the hospital and the medical school, and the resulting isolation that many faculty experience make good faculty mentoring a critical need. Likewise, postdoctoral fellows are in need of mentoring, not only from their direct lab supervisor, but also perhaps from a committee of faculty who can help advise them on a career direction.

The ORCD, with the enthusiastic encouragement of both the Advisory Board and the Steering Committee is investigating and pilot testing different ways to increase and improve mentoring at all levels in the research community. We have run a series of successful Mentored Lunches that bring together small groups of junior faculty with one senior faculty in an informal setting to ask questions about career advancement. From the initial lunches, we learned that many faculty would like to continue this format but with more focused matches between junior and senior faculty. A great advantage of this format is that it allows junior faculty to receive advice from senior faculty outside their department. We are also investigating the possibility of creating mentoring committees that will review and discuss career development with each research faculty. Further, we have incorporated a mentoring seminar into the Lab Management Series.



Dr. Hedley-Whyte mentors junior faculty members

VII. Collaborations

The ORCD fills an important role for MGH Researchers as a liaison between the research community and various offices and departments within MGH and at the Medical School. These connections mean that the office serves as a critical resource for researchers for various topics, ranging from personal/mental health issues to research ethics to promotion and advancement. Below is a list of the many collaborations and committee memberships that the ORCD is pleased to be involved with, that strengthen its ability to achieve its mission.

MGH Collaborations.

Employee Assistance Program. A resource for MGH employees for issues such as mental health and substance abuse, childcare/eldercare, financial advice and legal advice. Our EAP liaison to the research community is Lisa Goss.

HR/Employee Relations. The Employee Relations division of MGH HR provides the office with advice and referrals for cases of employment issues that are brought to the office. Ellen Nelson is the Employee Relations liaison to the ORCD.

Research Ventures and Licensing. The ORCD connection with RVL has helped to foster the new RVL Liaison Program. The ORCD will collaborate on the educational component of this program beginning in Fall 2008.

Executive Committee on Research (ECOR). Dr. Hasan is a member of ECOR and provides updates to the committee.

MGH Research Council. Dr. Skoczenski provides an ORCD update at the monthly meetings.

PhD Steering Committee. ORCD senior staff attend meetings of this committee in order to remain updated on the concerns and needs of the research community.

Research Management Intranet Planning Committee. Dr. Hasan contributed to the revamping and improvements of this important website.

Harvard Collaborations.

Faculty Services Office. This office processes HMS Appointments for Research Fellows and Instructors.

Faculty Affairs Office. This office is responsible for HMS faculty promotions and appointments.

Consortium of Harvard Affiliated Offices for Faculty Development and Diversity (CHADD). This consortium consists of the Faculty Development and Diversity offices from HMS and the affiliated hospitals.

Harvard and Affiliates Postdoctoral Consortium (PDOC). This consortium consists of the postdoctoral offices of HMS and affiliated hospitals.

HMS Minority Faculty Development Program. Focused on career development for Faculty and students under-represented minorities (URM).

Harvard University Provost's Office. Ongoing discussions regarding outreach and collaborations.

Committee Participation

Joint Committee on the Status of Women (JCSW). Dr. Hasan and Dr. Skoczenski are members and provide the perspective of MGH researchers to the committee. They also contribute to sub-committees (e.g. Sub-committee on Faculty Maternity Leave and Flexible Careers) that enhance the experience of MGH faculty.

HMS Faculty Council. Dr. Hasan has been an active member of this group from 2005-2008. The council discusses concerns and policies of interest to all HMS faculty.

Partners Research Council. Dr. Hasan has participated on this Council since 2006.

Executive Committee on Research (ECOR). Dr. Hasan, member 2005-present.

HMS Promotions & Appointments Committee. Dr. Hasan, member 2008-2011.

HMS Student Review Board. Dr. Hasan member, 2008-present.

HMS Subcommittee of Professors. Dr. Hasan member, 2005-2008.

VIII. Communication

Communication with the MGH research community is a critical component of the office's ability to enhance researchers' experience at MGH. We use various forms of communication to reach the faculty and fellows, and the administrators who support them. Much of our communication occurs online, in the form of our web site and newsletters, and we also use posters and fliers targeted to areas of the hospital where researchers work, as well as hardcopies of our newsletters. In addition, the office actively communicates with the research community attending meetings such as ECOR and MGH Research Council and providing regular updates of office activity during these meetings.



ORCD Web site

ORCD Web site. The website (www.massgeneral.org/orcd) is a dynamic resource that is updated frequently. Researchers can consult the ORCD web page to learn about upcoming programs, download materials from past programs, and stay connected to important resources; for example the minutes of HMS Faculty Council are posted, allowing researchers to stay abreast of news at the medical school.



Fall 2008 ORCD Newsletter

Email. We use email to announce all of our programs, and to alert researchers about resources. We have targeted lists with the ability to reach faculty of each rank as well as research fellows.

Newsletters. The ORCD publishes a quarterly newsletter, *ORCD Connections*, with information relevant to researchers (see **Appendix F**). In addition, the CFD publishes a newsletter, *Advance*, to which the ORCD contributes. The newsletters provide summaries of past programs, and articles relevant to researchers, HMS faculty and research fellows. They also provide recognition for researchers' accomplishments, and another means of advertising upcoming programs.



Fall 2008 CFD Newsletter



APPENDICES

APPENDIX A
Advisory Board & ORCD
Steering Committee
Membership

Advisory Board

F. Richard Bringhurst, MD (2005-)
Emery N. Brown (2005-2008)
William F. Crowley Jr., MD (2005-)
Jeff Davis, MA (2005-)
Patricia Donahoe, MD (2005-)
Robert E. Kingston, PhD (2005-)
John Parrish, MD (2005-2008)
Jerrold F. Rosenbaum, MD (2005-)
Isaac Schiff, MD (2005-)
Nancy J. Tarbell, MD (2005-2008)
James Thrall, MD (2005-)
Frances Toneguzzo, PhD (2005-)
Andrew Warshaw, MD (2005-)
Warren M. Zapol, MD (2005-2008)

Incoming Members

Xandra Breakefield, PhD (2008-)
Bruce Chabner, MD (2008-)
David Fisher, MD, PhD (2008-)
Henry Kronenberg, MD (2008-)
Jeffrey Macklis, MD (2008-)
Richard Masland, PhD (2008-)
Jeanine Wiener-Kronish, MD (2008-)

Steering Committee

David Boas, PhD
Sylvie Breton, PhD
Wei Chao, MD, PhD
Leo Cheng, PhD
Iain Drummond, PhD
Dianne Finkelstein, PhD
Rosemary Foster, PhD
Giulia Fulci, PhD
James Kobler, PhD
Cammie Lesser, MD, PhD
Eng Lo, PhD
Paola Pajevic-Divieti, MD, PhD
Samuel Rabkin, PhD
David Rhoads, PhD
Eric Rosenberg, MD, PhD
Shivraj Sohur, MD, PhD
Andrew J. Taylor, PhD
Hensin Tsao, MD, PhD
Vanessa Wheeler, PhD
Adnan Abu-Yousif, PhD, Postdoc Rep
Nadege Roche, PhD, Postdoc Rep

Staff

Tayyaba Hasan, PhD, ORCD Director	Nancy Risser, MA, ECOR Director
Ann Skoczenski, PhD, ORCD Program Manager	Donna Lawton, BS, CFD Sr. Program Manager
Peggy Ryan, BA, ORCD Staff Assistant	Brenda I. Vega, CFD Office Manager

Advisory Board Members, 2005-2008



F. Richard Bringhurst
2005-present



Emery N. Brown
2005-2008



William F. Crowley, Jr.
2005-present



Jeff Davis
2005-present



Patricia Donahoe
2005-present



Robert E. Kingston
2005-present



John A. Parrish
2005-2008



Jerrold F. Rosenbaum
2005-present



Isaac Schiff
2005-present



Nancy J. Tarbell
2005-2008



James H. Thrall
2005-present



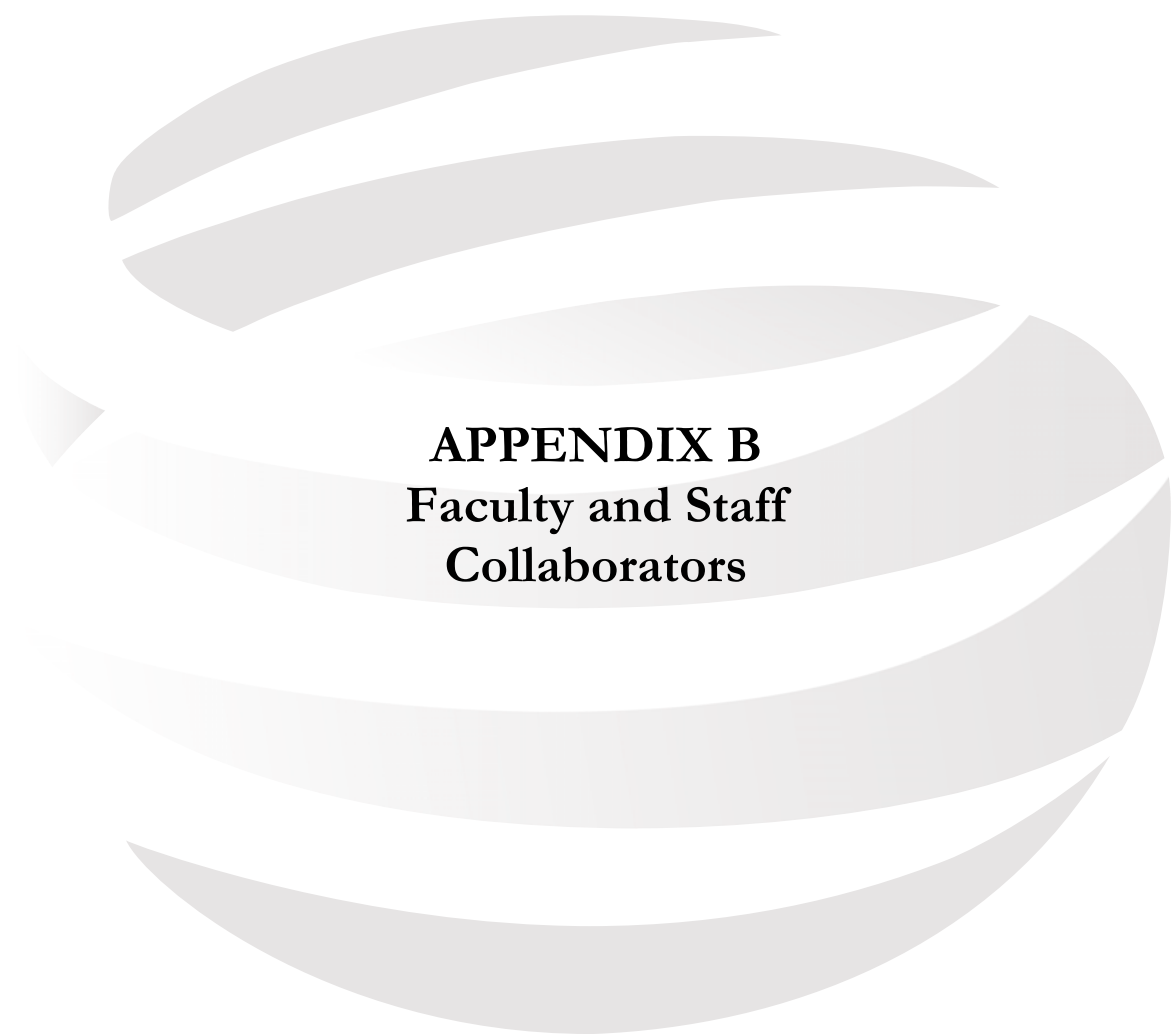
Frances Toneguzzo
2005-present



Andrew L. Warshaw
2005-present



Warren M. Zapol
2005-2008

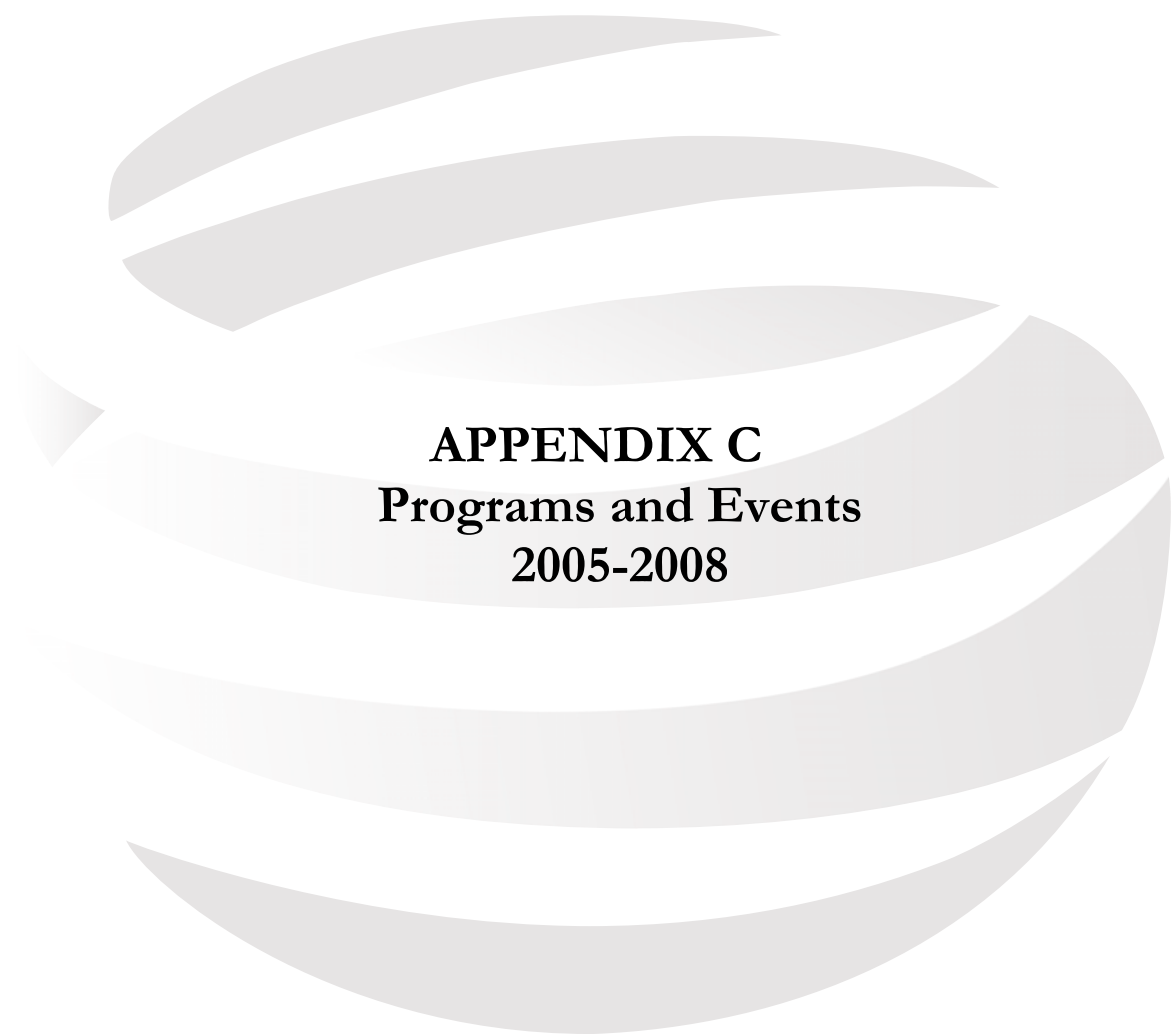


APPENDIX B
Faculty and Staff
Collaborators



Faculty and Staff Collaborators to ORCD Programs and Initiatives

Adnan Abu-Yousif	Henry Gewirtz	Samuel Rabkin
Rox Anderson	Marcia Goldberg	Rosanna Rahman
Dennis Ausiello	Lisa Goss	David Rhoads
Rayendra Badgaiyan	Steven Grinspoon	Nancy Rigotti
Murat Bastepe	Mark Grubbs	Nancy Risser
Seema S. Basu	Vineet Gupta	Nadege Roche
Marianna Bei	Daniel Haber	Jerrold F. Rosenbaum
Beth Beighlie	Tessa Hedley-Whyte	Eric Rosenberg
Herbert Benson	Kathryn Held	Bo Rueda
Oksana Berezovska	David Henderson	Gary Ruvkun
Xandra Breakefield	Christene Huang	Ayguen Sahin
David Boas	Joanne Ingwall	Hideo Sakamoto
Richard Bouley	Alexander Ivanov	Isaac Schiff
Brett Bouma	Albena Kantardzhieva	Joao Seco
Sylvie Breton	Jeffrey Karp	Kaisa Selesniemi
F. Richard Bringham	Robert E. Kingston	Leslie Shinobu
Janice Brissette	Ann Klibanski	Keri Siggers
Gretchen Brodnicki	Henry Kronenberg	John R. Sims
Dennis Brown	James Kobler	Aneesh Singhal
Emery Brown	Irene Kochevar	Sue Slaughaupt
Anna-Liisa Brownell	Amy Leahy	Shivraj Sohur
Kirsten Brukamp	Sam Lee	Nicolas Solban
Edward Carter	Ethan Lerner	David Sweetser
Jang-Ho Cha	Cammie Lesser	Megan Sykes
Bruce Chabner	Phillip Liu	Olga Syrkina
Wei Chao	Eng Lo	Emi Takahashi
Leo Cheng	Maureen Lynch	Andrew J. Taylor
Xuanhong Cheng	Jeffrey Macklis	Nancy J. Tarbell
Bobby Cherayil	David MacLaughlin	Gary Tearney
Eileen Chou	Madhu Malo	Julie Tetzlaff
Chris Clark	Richard Masland	James Thrall
Mary Clark	Brian McTigue	Jonathan Tilly
William F. Crowley Jr.	Keith Miller	Georges Tocco
Joanne Crowley-Smith	Madhu Misra	Frances Toneguzzo
Margaret Dale	Pawel Mroz	Hensin Tsao
Jeff Davis	Guido Musch	Michael Van Seiden
Michelle Dawson	Cathryn Nagler	Sarika Verma
Emmanuelle Di Tomaso	Ellen Nelson	Andrew Warshaw
Patricia Donahoe	Yuichi Niikura	Wilma Wasco
Karen Donalan	MingMing Ning	Vanessa Wheeler
Darin Dougherty	Catherine Nutt	Kristin White
Iain Drummond	Pat Ongusaha	Jeanine Wiener-Kronish
Jonas Dyhrfeld-Johnsen	Tiago Outeiro	Meixiong Wu
Lambert Edelman	Mikhail Papisov	Danqing Xiao
Maurizio Fava	Boris Hyle Park	Liang Yap
Dianne Finkelstein	John Parrish	Hiroyuki Yoshida
David Fisher	Mark Poznansky	Elena Zalyapin
Rosemary Foster	Louise E. Purtin	Warren Zapol
Giulia Fulci	Deborah A. Quinn	Guoqi Zhang
Karen Furie		Xun Zhang



APPENDIX C
Programs and Events
2005-2008



ORCD Programs, 2005-2009

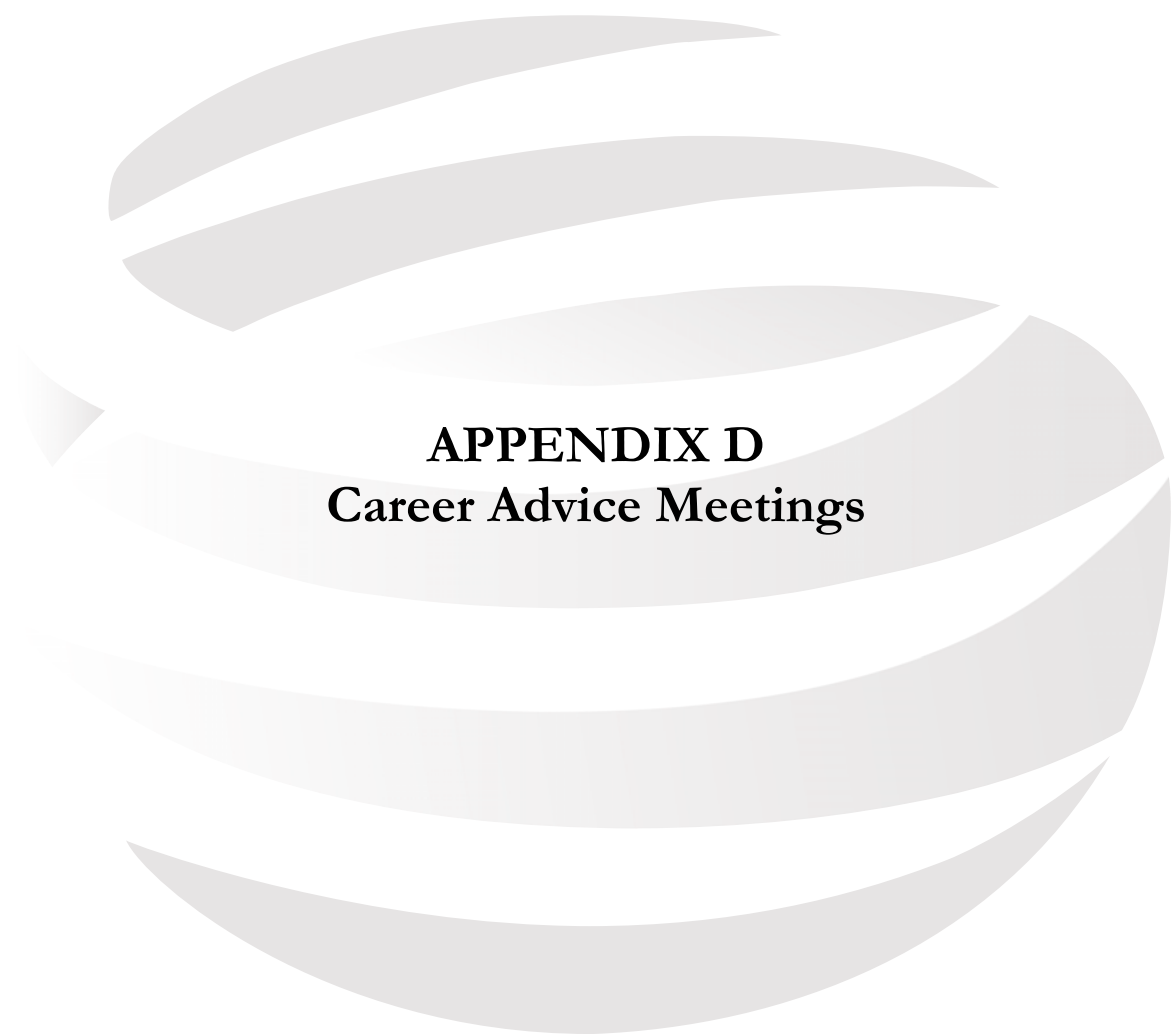
2005-2006 Academic Year	2006-2007 Academic Year
<p>04/14/06 Funding Through Innovation 06/14/06 Poster Making for Large Format Printers 03/07/06 Brainstorming Session: Promotion Process 03/27/06 ORCD Postdoctoral Policy Session 06/13/06 Open Session with Simches Faculty and Fellows 08/09/05 Postdoc Networking Luncheon 06/23/06 1st Annual Research Fellows Poster Celebration</p>	<p>09/07/06 The Ins and Outs of the Nature Review Process 09/27/06 How to Give a Good Talk and Why It Matters 04/11/07 What's in it for You? Your Benefits Program at MGH 11/16/06 ORCD Fall Reception for Research Faculty 06/01/07 2nd Annual Research Fellows Poster Celebration 12/13/06 Research Integrity Through Research Compliance 03/02/07 Panel Discussion on Plagiarism in Research 06/19/07 Image Manipulation in Scientific Research</p>
2007-2008 Academic Year	2008-2009 Academic Year (in progress)
<p>09/24/07 Grant Writing Workshop 01/25/08 Imaging Essentials: The Nuts and Bolts of Using Images in Documents 02/04/08 Grant Writing Workshop 02/28/08 Funding Through Innovation: The Licensing Office as Your Partner 03/05/08 The Relaxation Response: How to Counteract the Harmful Effects of Stress 03/31/08 Lab Management for Research Faculty: Starting and Keeping New Lab Members 04/01/08 Lab Management for Research Faculty: Organizing the Lab for Your Research Goals 05/15/08 Poster-Making Tips for Large Format Posters 05/21/08 Lab Management for Research Faculty: When to Ask for Help: The EAP as Your Partner in Lab Management 07/18/08 Scientific Writing Workshop 08/20/08 Lab Management for Research Faculty: Building a Gold Medal Lab Team 09/18/07 Postdoc Policy Info. Session: Administrators 10/26/07 Postdoc Policy Info. Session: Fellows 10/12/07 Reception for NIH Pathway to Independence Grants 11/16/07 Career Panel Discussion: Beyond Academia – Careers in Biomedical Industry 04/21/08 Mentored Lunch Series: Main Campus 05/07/08 Mentored Lunch Series: Charlestown Navy Yard 05/19/08 Mentored Lunch Series: Charlestown Navy Yard 05/29/08 Mentored Lunch Series: Main Campus 06/18/08 Career Panel Discussion: Finding Your First Academic Job 06/24/08 3rd Annual Research Fellows Poster Celebration 10/15/07 Image Manipulation in Scientific Research</p>	<p>09/16/08 Grant Writing Workshop 10/28/08 Lab Management for Research Faculty: Two Sides of Mentoring for Newly Independent Faculty 11/07/08 Imaging Essentials: The Nuts and Bolts of Using Images in Documents 11/13/08 The Rocky Trail to Scientific Publishing 12/08 TBA Information Systems Primer for Researchers 01/09 TBA Budget Basics for Researchers 09/22/08 Orientation Luncheon for Research Fellows 10/02/08 Career Panel Discussion: Beyond Academia – Careers in Technology Transfer 10/14/08 Orientation Luncheon for Faculty 11/20/08 Orientation Lunch for Research Fellows 12/06/08 Orientation Lunch for Faculty 12/08 TBA Ethics and Guidelines of Authorship</p>

Legend:
 Color code for Program Type

Professional Skills Training
Information/Planning Session
Networking/Advancement/Recognition
Responsible Conduct of Research

Table 2: ORCD Professional Development Series

<p>Career Panel Discussions: A series for trainees and others who are considering different options for researchers trained in biomedical science.</p>	<ol style="list-style-type: none">1. Beyond Academia: Careers in Biomedical Industry2. Finding Your First Academic Job3. Beyond Academia: Careers in Technology Transfer
<p>Lab Management Series: Workshops designed to build management skills for newly independent researchers</p>	<ol style="list-style-type: none">1. Starting and Keeping New Lab Members2. Organizing the Lab to Support the Research3. When to Ask for Help: The EAP as Your Partner in Lab Management4. Building a Gold Medal Lab Team5. The Two Sides of Mentoring
<p>Responsible Conduct of Research: Seminars designed to help trainees meet the NIH requirement for training in RCR. Open to trainees and all other researchers.</p>	<ol style="list-style-type: none">1. Research Integrity Through Research Compliance2. Panel Discussion on Plagiarism3. Image Manipulation in Scientific Research4. Ethics and Guidelines of Authorship



APPENDIX D
Career Advice Meetings



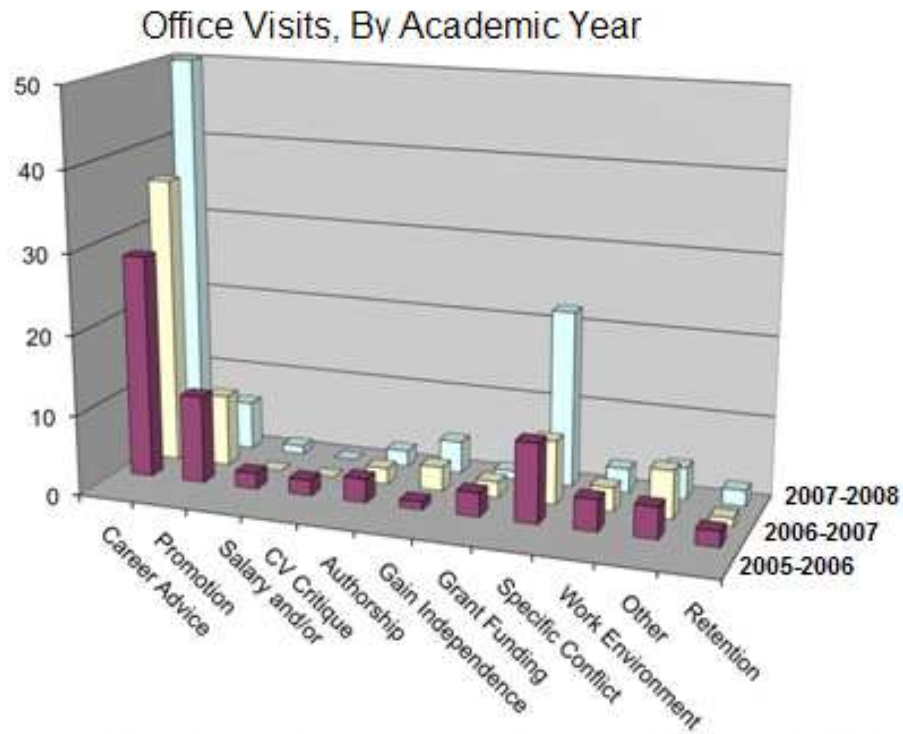


Figure 1. Career advice office visits, categorized by reason for visit, and listed by academic year, from the founding of the ORCD in 2005 until the present. The two most frequent reasons for visits are career advice and specific conflicts.

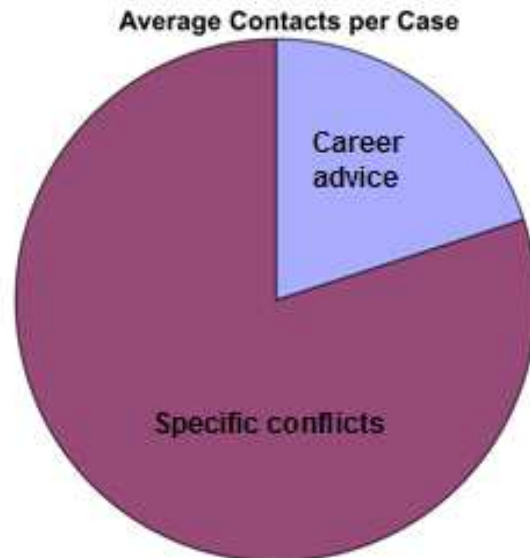
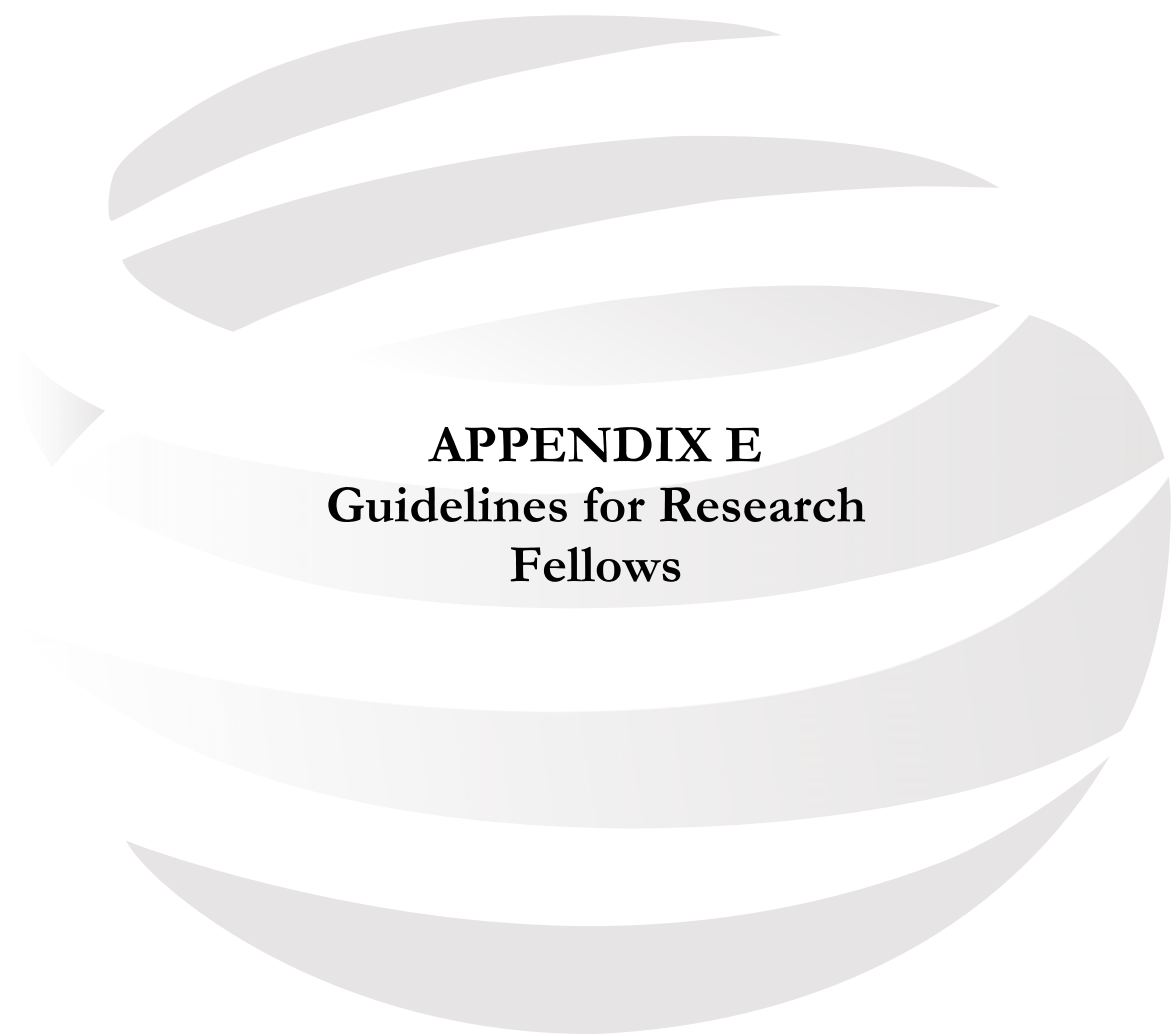


Figure 2. Although more office visits occur for career advice than for specific conflicts, as shown in Figure 1 above, this chart illustrates that significantly more time is devoted to those cases related to conflicts.



APPENDIX E
Guidelines for Research
Fellows





MASSACHUSETTS GENERAL HOSPITAL

Guidelines for Research Fellows

55 Fruit Street
Boston, MA 02114



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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

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.

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 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

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 aforementioned 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.

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/>
- Office of the General Counsel: <http://pulse.partners.org/gc/index.htm>
- Office for Research Career Development (ORCD): <http://www.massgeneral.org/facultydevelopment/orcd/>
- Ombuds Office - Research Issues: <http://www.hms.harvard.edu/ombuds/>
- Partners Human Resources: http://is.partners.org/hr/New_Web/index.htm

- Partners Office for International Staff, Scholars & Students:
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 F

Contents of Orientation Folders

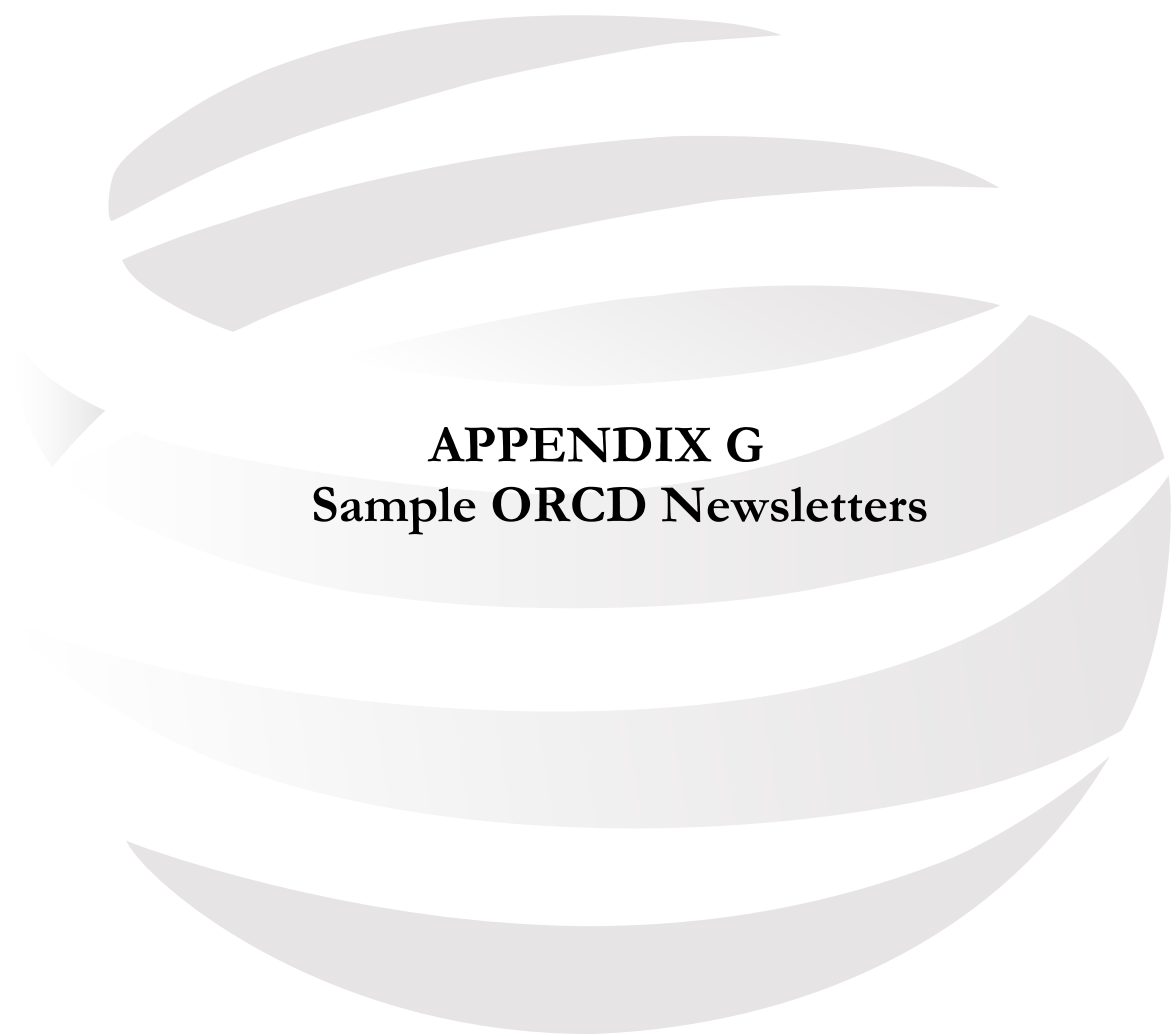
- ORCD web site information
- ORCD Resources
- ORCD staff information
- ORCD Staff business cards
- Postdoc Policy
- Research Resources at the MGH
- Executive Committee on Research (ECOR) FAQs
- PHS Research Management web site
- InfoEd International SPIN Search
- Clinical Research Program Information MGH Core Facilities web site
- Treadwell Library information
- Countway Library information
- E-Research at Harvard Libraries information
- English as a Second Language Course announcement
- Flyers for upcoming ORCD programs
- ORCD Newsletters
- Center for Faculty Development information

Faculty Folder Additions:

- HMS Promotion Criteria Booklet
- Dr. Mary Clark's business card (promotions consultant)

Research Fellows Folder Additions:

- Information from the Massachusetts General Postdoc Association (MGPA)



APPENDIX G
Sample ORCD Newsletters



September 2008

In this Issue:

- Poster Celebration
- RVL Office Liaison Program
- ORCD Summer Programs Summary
- Orientation Program
- Introducing Ellen Nelson
- Upcoming Programs

A newsletter for the MGH Research Community

From Our Director

As the Office for Research Career Development welcomes fall, we have many exciting programs to offer, from grant writing and lab management seminars to orientation luncheons for new faculty and postdocs. In this issue, we report on recent events and news for the MGH research

community as well as announce a new inventions liaison program, highlight research award winners in our postdoctoral community, and introduce new programs for research faculty and postdocs. As always, we encourage you to contact our office with your ideas for programs, or your research career needs.

Sincerely,
Tayyaba
Tayyaba Hasan, PhD
ORCD Director



3rd Annual Research Fellows Poster Celebration

The MGH research community gathered in the Bulfinch Tent on June 24, 2008 to network and discuss the research of 60 postdocs who displayed posters. Each year, all MGH Research Fellows are invited to submit posters to this event and the whole MGH community is invited to attend. This year's gathering saw 12 postdocs take home awards recognizing the excellence of their research presentations. A review committee, led by Drs. David MacLaughlin and Hensin Tsao, chose the top 30 submissions based on the quality of the abstracts. The committee then reviewed the top-ranked posters and selected the final award winners on the day of the celebration. Dr. Richard Bringham, MGH Vice President



MGH researchers network at the Poster Celebration

of Research, presented the awards, and a ferocious thunderstorm during the awards presentation failed to dampen the enthusiasm of the crowd packed into the tent. First place winners were, *Casey Maguire, Zhiming Mai, and Giuliano Scarcelli*. Second place winners were *Marieke Broekman, Pilhan Kim, Imran Rizvi, and Edward Seung*. Third place winners were *Lorenzo Berra, Jonathan Celli, Jay Graham, Ulysses Sallum, and Danqing Xiao*.

See page 3 for a complete list of winning posters. The abstract book is available on our [website](#).



Research fellow poster award winners

Contact us:
orcd@partners.org

Launch of MGH Invention Liaison Program

A new initiative called the “Invention Liaison Program: Finding the Commercialization Path” will be launched this fall under the auspices of Research Venture and Licensing (formerly CSRL) and ORCD. The goal of the program is to provide access to an innovation framework of faculty entrepreneurs who can facilitate successful realization of novel ideas for patient care. Through this program, a small network of faculty will serve as liaisons between the research community and

RVL’s Research and Licensing Office to help guide investigators in the process of technology commercialization and serve as a general resource with respect to issues of patenting, licensing and relationships to industry. The Faculty Liaisons will work closely with Research and Licensing Office licensing professionals to ensure a seamless interface between the research community and Research and Licensing Office. The Faculty Liaisons will be accessible for

confidential one-on-one conversations and group discussions. In addition, the program will offer educational seminars on topics related to patents and commercialization of inventions. More information and details on the program will be available soon.

Article submitted by Partners Research and Licensing Office.

To learn more about the Partners Office of Research Venture and Licensing, please visit their web site:

<http://www.partners.org/rvl/>



ORCD Career Panel Discussion, June 18th

ORCD Summer Programs Keep MGH Researchers in the Career Loop

In between vacations, conferences and summer courses, many MGH researchers found time to attend some of the professional development programs sponsored by the ORCD this summer.

On June 18th, we offered a program in our continuing series of **Career Panel Discussions**, with the topic “**Finding Your First Academic Job.**” Panelists Xuanhong Cheng, PhD, Michelle Dawson, PhD and Jeffrey Karp, PhD, gave tips on navigating the academic job market, succeeding on the job interview and negotiating a start-up package, based on their own recent job

search experience. Panelists Rox Anderson, MD and Robert Kingston, PhD gave advice on these topics from the perspective of members of a search committee.

On July 18th, Constance Baldwin, PhD from the University of Rochester Medical School presented a half-day seminar on “**Scientific Writing.**” The seminar focused on turning a conference abstract and slides into a journal manuscript. Dr. Baldwin also discussed tips for increasing efficiency in writing and for avoiding and overcoming procrastination.

The latest workshop in our **Lab Management Series** was held on August 20th, and focused on “**Building a Gold Medal Lab Team.**” Ellen Nelson and colleagues from MGH Employee Relations gave an overview of using the behavioral interviewing technique to choose the best research team. They also discussed guidelines and tips for performance management of lab staff.

The [ORCD website](#) contains slides and handouts from each of these programs.

Tip for Research Fellows:

All MGH Postdocs are encouraged to become members of the Massachusetts General Postdoctoral Association. For more information, visit their website:

<https://www.massgeneral.org/mgpa>

ORCD Introduces Orientation Program for Research Faculty and Fellows

In an effort to educate new research faculty and fellows about the various resources available to them at MGH, the Office for Research Career Development is piloting a new orientation program. Two phases of the program are beginning later this month. First, all newcomers to the MGH research community will have the opportunity to meet a member of the ORCD or the Mass General Postdoctoral Association (MGPA) at their benefits

orientation meeting, and will receive a folder containing information and resources to help them begin their research career at MGH. Second, all new research faculty and fellows will be invited to attend an orientation luncheon. The luncheons will occur monthly and will be informal opportunities for new faculty to meet ORCD staff and ask any questions that have arisen in their first weeks and months. The luncheons will also offer a valuable

chance for networking with faculty in different departments.

The first two ORCD Orientation Luncheons will take place on September 18th and October 22nd. If you are a new research faculty or fellow who would like to attend one of the lunches, please email orcd@partners.org.

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 is on site at MGH to meet individually with faculty and discuss their academic career advancement. For an appointment with Dr. Clark, please email cfd@partners.org or phone 617-724-0818.

Introducing... Ellen Nelson, Employee Relations Liaison to the Research Community

One goal of the ORCD is to help MGH researchers maintain connections to various support offices. We are pleased to introduce Ellen Nelson as the new liaison to the ORCD from Employee Relations. Ellen is certified as a Senior Human Resources Professional (SPHR) who possesses over twenty years of hospital human resources experience, including extensive experience at the senior leadership level. As a

Partners' Manager of Employee and Labor Relations, she is available to provide consultative services on a myriad of complex and sensitive issues including corrective action, FMLA, ADA, sexual & workplace harassment, workplace violence, lay-offs and policy interpretation. Ellen and her colleagues will work with you to assess a specific situation, explore creative solutions and recommend how to resolve even the most

challenging issues. They have a particular expertise dealing with issues pertaining to monthly staff, and are always mindful of the need for confidentiality and any other constraints.

Ellen Nelson can be contacted by phone: 617-643-0964 or email: enelson6@partners.org.

3rd Annual Research Fellows Poster Celebration Award Winners

First place awards

Casey Maguire, PhD, Preventing growth of brain tumors by creating a zone of resistance

Zhiming Mai, PhD, Nanotechnology Platforms in Targeted Photodynamic Therapy and Imaging of Ovarian Cancer

Giuliano Scarcelli, PhD, In vivo biomechanical microscopy of tissue and biomaterials

Second place awards

Marieke Broekman, MD, PhD, Thalamic injection of AAV-β-galactosidase results in global correction of storage in the adult GM1-gangliosidosis brain

Pilhan Kim, PhD, Longitudinal cellular imaging of

murine internal organs by in vivo endomicroscopy

Imran Rizvi, MS, Imaging Drug Penetration and Metabolic Activity in 3D Ovarian Cancer Models

Edward Seung, PhD, Deletion of CXCR3 on effector T cells prevents rejection and enhances tolerance in a model of acute lung rejection

Third place awards

Lorenzo Berra, MD, The Mucus Shaver, a new device to keep the endotracheal tube free from secretions: a clinical investigation

Jonathan Celli, MD, Minimally invasive fluorescence endoscope for detection and treatment monitoring of ovarian cancer

Jay Graham, MD, Graft Endothelium is the Dominant Driver of Natural Killer Cell Stimulation and Chronic Allograft Vasculopathy in Heart Grafts

Ulysses Sallum, PhD, An Enzyme Activated Photodynamic Prodrug for the Photodynamic Therapy of Drug Resistant Bacterial Infections

Danqing Xiao, PhD, Adenosine A1 contributes equally as A2A receptor to L-3,4-dihydroxyphenylalanine--induced dyskinesia in hemiparkinsonian mice

Mark Your Calendar! Upcoming Programs and Funding News

ESL for Researchers

Our popular English as a Second Language courses continue with a Fall session. Classes are held twice per week for 15 weeks.

Application deadline: September 15.

Orientation Lunches

The ORCD will provide new Research Faculty and Research Fellows a packet of materials and information which will be useful in getting started and acquainted here at the MGH, and ORCD staff will be on hand to answer questions. The first two orientation luncheons are scheduled for **Thursday, September 18, 2008 and Wednesday, October 22, 2008.**

Grant Writing Workshop

Hands-on workshop to help participants edit and polish grant applications. **September 16-17, 2008** [Full – the next workshop will be held in January 2009]

Career Panel Discussion: Technology Transfer

Speakers: Irina Erenburg and Amy Leahy
The panel members will discuss their careers in technology transfer

and licensing.

**Thursday, October 2, 2008
3:00-5:00 pm
Thier Conference Room**

Business of Life

Instructor: Allison Rimm, MGH Vice President of Strategic Planning and Information Management
This intensive workshop will help you discover, develop and merge your professional and personal goals. Based on a very popular course in the MGH Leadership Academy, this course is tailored for research faculty. **Beginning October 22, 2008, the workshop will meet once a week at noon for four weeks.**

The Rocky Trail to Scientific Publication

Speaker: Gary Ruvkun, PhD, Professor of Genetics
Dr. Ruvkun will discuss publication successes and challenges from the perspective of his lab's publication experience.

**Thursday, November 13, 2008,
12:00-1:00 pm
Yawkey 7-980**

Lab Management: Two Sides of Mentoring

TBA, October

Scientific Writing Workshop
TBA, November

Women in Medicine Month Lecture and Reception: Business Advice for Women Leaders in Medicine

Speaker: Jeanine Wiener-Kronish, MD, Chief of the Department of Anesthesia and Critical Care and the Henry Isaiah Dorr Professor of Research and Teaching in Anesthetics and Anesthesia.

**Thursday, September 18, 2008
3:00 - 4:30 pm**

Bulfinch tent
RSVP: 617.724.5229 or
womens.careers@partners.org by
Sep 15.

Writing Workshop: Developing Clear and Concise Content

Guest Speaker:
Sheryl Lindsell-Roberts
Writing workshop for faculty with HMS appointments. Learn to write reader-focused content, get your point across clearly and concisely, get the results you want, and cut your writing time by 30 to 50%.

**Thursday, September 25, 2008
12:00 - 2:00 pm
Thier Conference Room**
RSVP at cfid@partners.org or 617.724.0818 by Sept. 19.

"RED BOOK" Available Online

HMS Faculty Fellowship "RED BOOK" Award Opportunities for Junior Faculty and Postdocs
Updated information on funding opportunities offered through the HMS Faculty Fellowship Program which is now available online at:
<http://medapps.med.harvard.edu/fellowships/>.

Unless otherwise noted, please contact orcd@partners.org with questions or to register.

Office for Research Career Development Staff



Ann Skoczenski, PhD
Program Manager
askoczenski@partners.org



Tayyaba Hasan, PhD
Director
thasan@partners.org



Peggy Ryan
Staff Assistant
mryan11@partners.org

Massachusetts General Hospital | Office for Research Career Development
55 Fruit Street | Bulfinch 370 | Boston, MA 02114 | Tel: 617.643.1606 | Fax: 617.726.0568
Email: orcd@partners.org | Web Page: www.massgeneral.org/orcd

December 2008

In this Issue:

- Mentoring Tips
- Invention Liaison Program
- MGPA News
- EAP Holiday Strategies
- Upcoming Programs

A newsletter for the MGH Research Community

From Our Director

The Office for Research Career Development wishes a happy and healthy winter holiday season to all in the MGH research community. The office is now three years old, and we are very pleased to continue our support of MGH researchers. In this issue we report on the highlights of some of our recent programs, bring news and tips from our

collaborators, and announce upcoming programs. This newsletter is one of our most important vehicles of communication. Please let us know if there are topics you would like to see covered here. And as always, we encourage you to contact our office with your ideas for programs, or your research career needs. Happy Holidays!!

Tayyaba

Tayyaba Hasan, PhD
ORCD Director



Mentoring Tips from the Lab Management Series

On October 28th, the ORCD's ongoing series on Lab Management for Research Faculty featured a workshop titled "The Two Sides of Mentoring." Joanne Ingwall, PhD, Professor of Medicine at HMS, and frequent contributor to faculty development initiatives at the medical school led the workshop, in which she discussed strategies of successful mentors and mentees.

One important challenge, according to Ingwall, is to separate mentoring from being "boss." While the goals of a preceptor or lab director are to execute clinical/basic research and teach, the goals of a mentor should focus on the career development of the trainee. Likewise, the activities are different: Preceptor/Lab Director activities center on identifying projects, teaching/providing tools for research, reviewing progress, and obtaining and communicating results. Mentor activities, on the other hand, should focus on listening, evaluating choices, giving advice and guidance, and supporting decisions.

- Respect mentees
- Listen
- Help evaluate career choices
- Provide timely feedback
- Support mentee's decisions
- Inspire

Advice for Mentees:

- Respect mentor's time
- Listen
- Keep your promises
- Be realistic

Talk to your mentor about:

- Managing your time portfolio
- Pros and cons of networking and collaborations
- Strategies for expanding/contracting your professional activities
- Evaluating work-family balance
- Your future

Handouts from the mentoring workshop are available on our [website](#).

The following tips are from the workshop:

Advice for Mentors:

Invention Liaison Program Provides a Lift on the Path to Commercialization

To learn more about the Partners Office of Research Venture and Licensing, please visit their web site:

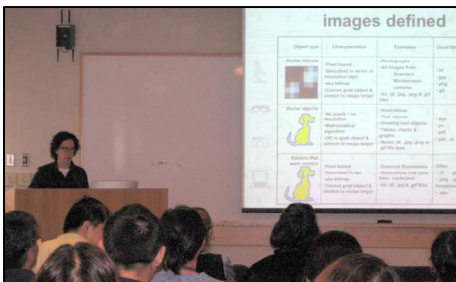
<http://www.partners.org/rvl/>

The following is the formal announcement, released on October 31st, of the MGH Invention Liaison Program, by Peter L. Slavin, MD, MGH President. I am pleased to announce that the MGH is launching and educational initiative called the Invention Liaison Program (ILP) to support investigators and other staff interested in commercializing their inventions and technology. Under the auspices of the Research Ventures and Licensing Office and the Office for Research Career Development, the ILP seeks to increase the number of ideas that can be turned into marketable products that

ultimately benefit patients while providing an important income stream for the hospital. Through the program, a network of MGH faculty – invention liaisons – offers guidance to investigators on such matters as evaluating and identifying patentable inventions; disclosing inventions; assessing the commercial application and development process of the invention; and protecting ideas and intellectual property. Designated invention liaisons to contact are **Brett Bouma, PhD**, from the Wellman Center for Photomedicine; **Orhun Muratoglu, PhD**, from Orthopedic Surgery; **Mark**

Poznansky, MD, PhD, from Infectious Disease; and **Melissa Thomas, MD, PhD**, from Molecular Endocrinology. The program also incorporates a larger group of liaisons with specific areas of expertise and experience who are available to support and advise investigators. For additional information about the ILP, contact **Seema Basu, PhD**, in the Research and Licensing Office at (617) 954-9337 or ssbasu@partners.org.

ORCD Research Skills Seminar



Beth Beighlie of HMS Research Information Systems presented a seminar in November, guiding researchers through “The Nuts and Bolts of Using Images in Your Documents.”

Tip for Research Fellows:

All MGH Postdocs are encouraged to become members of the Massachusetts General Postdoctoral Association. For more information, visit their website:

<https://www.massgeneral.org/mgpa>

MGPA Corner: News from the Mass General Postdoctoral Association

The MGH Postdoc Association (MGPA) is a volunteer-run association, open to all postdoctoral fellows. Our goal is to enhance the quality of the postdoctoral experience through networking, communication and professional development programs. We are affiliated with the National Postdoc Association as well as with the Office for Research Career Development (ORCD), which continues to bring invaluable experience and support to our group. The MGPA board meets the first Thursday of each

month in an open-access format to discuss current topics relevant to postdocs and to plan activities and events for all our fellows.

We are very excited to invite all the MGH fellows to our upcoming **Holiday Celebration**. The party - an evening filled with music, dancing, and games - will take place on December 15th and offers a great opportunity to meet other postdocs at the MGH in a relaxed and casual setting. We are also currently planning a

career-development seminar series and preparing for our upcoming **elections** that will take place in early 2009. Please visit our website (listed at left) for more details on these events.

The MGPA also welcomes all MGH postdoc fellows to join our association and get involved in our activities, including our monthly meetings. Simply register at our website by emailing mgpa@partners.org and join a fun and active group of postdocs!

Strategies for the Holidays

From the Employee Assistance Program

The holidays are supposed to be full of joy, good cheer and celebration, but often the extra demands we place on ourselves leave us feeling stressed and disappointed. We tend to overextend ourselves during the holidays with parties and family gatherings. These strategies can make your holidays more enjoyable:

- ~ Keep a sense of balance
- ~ Make a budget & stick to it
- ~ Avoid overeating and overdrinking
- ~ Pace yourself and plan ahead

- ~ Learn to delegate responsibility to others
- ~ Get plenty of sleep and exercise
- ~ Keep your expectations realistic to avoid disappointment. Do not expect perfection from yourself or others.
- ~ Spend time with people who are supportive and care about you.
- ~ Avoid spending too much time alone if you are grieving a loss. Consider volunteering
- ~ Find time just for you

Visit the EAP website, www.eap.partners.org for

Money Management Tips, Managing Debt and other helpful articles. If the stress of the holiday season seems too much, please call the Employee Assistance Program at 866-724-4EAP for confidential assistance and referral to the right resource. Don't worry alone.

Partners Employee Assistance Program: Support Throughout the Seasons of Life
www.eap.partners.org

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 is on site at MGH to meet individually with faculty and discuss their academic career advancement. For an appointment with Dr. Clark, please email efd@partners.org or phone 617-724-0818.

Mark Your Calendar! Upcoming Programs and Research News

Faculty Orientation Lunches

New research faculty are invited to attend one of the upcoming orientation luncheons sponsored by ORCD. These luncheons are an excellent way to network and learn about research resources at MGH. Each participant will receive a packet of materials and information which will be useful in getting started and acquainted here at the MGH, and ORCD staff and ECOR Representatives will be on hand to answer questions. The next two faculty luncheons are scheduled for **Friday, December 19, 2008 and Wednesday, February 18, 2009.**

Fellows Orientation Lunches

New research fellows are invited to attend one of the upcoming orientation luncheons designed as a welcome and introduction to resources at MGH. Come network, meet representatives of the Mass General Postdoc Association, and receive a valuable information packet. The next two fellows luncheons are scheduled for **Tuesday, January 20, 2009 and Wednesday, March 4, 2009**

Conflict Management at Work

Speaker: Linda Wilcox, HMS Ombudsperson
This seminar will explore the benefits of understanding conflict and provide a pragmatic, situational approach to conflict resolution. The speaker will demonstrate how and when to use the conflict-handling styles effectively and coach participants to initiate productive dialogue to deal with conflict situations.
**Wednesday, December 3, 2008
12:00-2:00 pm
Thier Conf Room
RSVP: efd@partners.org**

Claflin Awards Panel Discussion

Panelists: Sylvie Breton, PhD, Paola Divieti-Pajevic, MD, PhD, Rochelle Walensky, MD, PhD, and Wilma Wasco, PhD
Panelists will provide information and encouragement to women considering applying for the Claflin Distinguished Scholar Award.
**Thursday, December 4, 2008;
Yawkey 10-660
RSVP:
womens.careers@partners.org**

Research Computing Lunchtime Seminar

Speaker: Neil Coplan, MGH Research Computing
In this seminar you will learn about new computing resources for MGH researchers, including file sharing and back-up/storage for research data and files.
**Tuesday, December 8, 2008
12:00-1:00 pm
Simches 3rd Floor Conf. Room**

New HMS CV Discussion: Recognizing the Diversity of Faculty Achievements

Speaker: Maureen T. Connelly, MD, Associate Dean for Faculty Affairs at HMS
The Office for Faculty Affairs at Harvard Medical School will be on-site for an information session about the new HMS CV format, and how the changes impact the new promotions criteria.
**Thursday, December 11, 2008
12:00-1:30 pm
Thier Conference Room
RSVP: efd@partners.org**

Negotiation and Gender in the Workplace

Sponsored by WEST: Women Entrepreneurs in Science and Technology, and AWIS: Assoc. for Women in Science
Speaker: Hannah Riley Bowles
This seminar will present current research on negotiation and gender, and identify strategies that women can use to overcome the compensation negotiation dilemma.
**Wednesday, Dec. 10, 2008
Wyeth Research, 200
Cambridgepark Drive, Cambridge (Alewife T Station)
6:00-9:00 pm**
Cost: \$15 Postdocs & Students, \$25 for WEST and AWIS (Assoc. for Women in Science) members, \$40 all others
Info: www.westorg.org

Two important information sources for MGH Researchers!

Partners Research Intranet:
mghresearch.partners.org/

MGH Research Computing:
www.partners.org/rescomputing

Unless otherwise noted, please contact orcd@partners.org with questions or to register.



ORCD CONNECTIONS

A newsletter for the MGH Research Community



Ann Skoczenski, PhD
Program Manager
askoczenski@partners.org



Tayyaba Hasan, PhD
Director
thasan@partners.org



Peggy Ryan, BA
Staff Assistant
mryan11@partners.org

Massachusetts General Hospital | Office for Research Career Development
55 Fruit Street | Bulfinch 370 | Boston, MA 02114 | Tel: 617.643.1606 | Fax: 617.726.0568
Email: orcd@partners.org | Web: www.massgeneral.org/orcd



MASSACHUSETTS
GENERAL HOSPITAL



HARVARD
MEDICAL SCHOOL

Massachusetts General Hospital
55 Fruit Street, Bulfinch 370
Boston, MA 02114

massgeneral.org/facultydevelopment/orcd