YOUR GPS: Guiding Professional Success at the MGH Institute
INTRODUCTION:
This guide has been developed for new and current faculty members at the MGH Institute of Health Professions. Its purpose is to help you navigate your professorial role in all its dimensions and to help assure a clear path toward promotion.

The GPS describes three lanes that you will follow simultaneously during your time here. Each faculty member will have a slightly different path depending on intellectual interests and responsibilities, yet these three lanes represent the common elements of a successful academic career. In each lane, you will find a pre-trip checklist, the distinctive landscape of the Institute, faculty development resources to help you progress smoothly, and checkpoints along the journey.

In this second edition, we have incorporated feedback from faculty members to make explicit some of the norms that characterize the culture of the Institute. We have also expanded it to include a more comprehensive overview of the many tools within the Partners HealthCare System that faculty members have access to but tend to overlook.

We intend for the GPS to complement information contained online in Faculty Compass and to support conversations between faculty members and their mentors and supervisors. If we can improve the guide to make it more useful, please let your chair, dean, or one of us know.

Alex F. Johnson, PhD, CCC-SLP
Provost and Vice President for Academic Affairs

Peter S. Cahn, PhD
Associate Provost for Academic Affairs

AUGUST 2015 (SECOND EDITION)
Mission & Values

In your journey to professional success, you are joined by many others committed to a common mission: “As an independent, interprofessional graduate school of health sciences, MGH Institute of Health Professions prepares health professionals and scientists to advance care for a diverse society through leadership in education, clinical practice, research, and community engagement.” Two key values allow us to fulfill the Institute’s mission:

1. Inclusion

As one visiting professor shared, diversity is being invited to the party. Inclusion is being asked to dance. The MGH Institute seeks not only to attract students and employees that reflect the patient population but also to give them a chance to excel. Treating everyone with dignity and respect will ensure a safe environment for students to learn and for employees to work. Dozens of Institute members have signed the Dignity and Respect pledge affirming their commitment to civility and humility in their interactions. The principle of inclusion extends to service, teaching, and scholarship:

- **Unconscious bias:** Faculty members are frequently called on to make judgments when evaluating students or interviewing candidates. Tests of unconscious bias can bring implicit assumptions to our awareness so that we can make decisions free of stereotypes.

- **Cultural competence:** Preparing our students to care for patients and clients of all backgrounds requires integrating cross-cultural content in the curriculum. Learning experiences should include an appreciation for socio-economic contexts which shape disparate health outcomes.

- **Academic support:** Students who are the first in their families to graduate from college or are non-native speakers of English may not have the same network of academic support that their peers enjoy. Where relevant, faculty members should become familiar with resources to support students and refer them to academic support counselors, the international student advisor, or the Employee Assistance Program.

2. Interprofessionalism

A defining characteristic of the Institute is its interprofessional focus. Students from different professions learn from, about, and with each other so that the first time they have to work together is not in the practice setting. Interprofessional education occurs in specific courses designed to meet the learning objectives of the Interprofessional Education Collaborative competencies for collaborative practice. At the same time, appreciation for the interprofessional perspective should be incorporated even in uniprofessional learning activities. Opportunities to become involved include:

- **IMPACT Practice** is a required, three-course sequence for students in the entry-level graduate programs. Faculty members serve as models for interprofessional collaboration in interviewing clients in case rounds and advising student teams in simulated and actual patient encounters.

- **Community IMPACT Day** takes place on a Friday early in the fall semester where faculty members escort teams of students to a community partner in the Boston area to perform service activities.

- **Infant Development Day** occurs in the fall semester where groups of students observe normally developing children with guidance from an interprofessional team of faculty.

- **Schwartz Center Educational Rounds** occur twice in the fall and spring semesters. Faculty members serve as moderators for candid discussions of students’ reflections on how to deliver compassionate care.
Greetings,

A year after I started working at the IHP in 2012, I presented to the new faculty members what I wish I had known a year ago. Here are the top ten lessons that helped me navigate the Institute:

1. Work on your annual work plan review throughout the year.
2. Plan and use your vacation time.
3. Take notes and store information electronically as much as you can. You will be glad you did when you need it in a hurry or if you need to move offices.
4. Walking or biking beats the shuttle on most days. (Not in time but in ambiance.)
5. Eat lunch away from your desk when you can. It is good for you!
6. Give yourself 1.5x the time you think it will take to complete any project
7. Any emails you get for brief volunteer opportunities at the IHP, jump on them. It is a great way to meet people and get involved.
8. When you need IT help, opening a ticket is easy. You can also stop by the fourth floor of the Shouse Building to get your question answered by our fantastic IT staff.
10. The instructional designers are amazing!

I’m still working on finding time to balance all the things I want to do with all the things I have to do. I hope you can benefit from my experience.

Welcome to the IHP,
Caitlin Fitzgerald, PT, DPT, MS
Associate Director of Clinical Education and Instructor, Department of Physical Therapy

Navigating the Institute. Every institution has its own systems, lingo, and cultural norms. Some of these expectations are explicit, while others are implicit. The MGH Institute occupies an unusual niche as a graduate school affiliated with a health care system, so experience at other universities or hospitals may not prepare you adequately for succeeding in our environment. In this lane, your goal is to make a smooth transition to the faculty role and to serve the Institute in an impactful way.
Navigating the Institute

Pre-Trip Checklist

ONBOARDING: As you join the Institute, the Office of Human Resources will help lead you through the onboarding process. They offer a checklist to keep track of the legal, technical, and practical aspects of becoming an employee. In addition, your department or school may provide additional orientation activities.

BEFORE YOU START

DATE COMPLETED
__________________________
Complete required new hire paperwork and be prepared to provide proof of eligibility to work in the U.S.
__________________________
Submit an official copy of your transcript to HR.
__________________________
Plan your commute.

YOUR FIRST FEW DAYS

DATE COMPLETED
__________________________
Login to Password Self Service to create your Partners account.
__________________________
If you will be accessing any of the IHP applications from your home laptop or smart phone, these devices must be encrypted.
__________________________
Login to PeopleSoft to fill out your M-4, W-4 and sign-up for direct deposit and enroll in benefits.
__________________________
Attend your Occupational Health Services appointment.
__________________________
Submit your Partners Directory information.
__________________________
Order business cards through your program manager.
__________________________
Login to HealthStream to complete required trainings.
__________________________
Submit information for your Institute web profile.
__________________________
Register your emergency contact information in iOnline.

YOUR FIRST FEW WEEKS

DATE COMPLETED
__________________________
Attend monthly wine and cheese socials to meet other faculty and staff.
__________________________
Read the Daily News emailed every afternoon.
__________________________
Designate your manager in the IHP Time Off System on the Intranet.
Navigating the Institute

**Computer Applications**

You will quickly notice that faculty members at the Institute need to access several different online applications to fulfill their responsibilities. Although many of the systems use the Partners logon and password, others are particular to the Institute and require a different username and password. To help manage the array of options, several of the most frequently used links are collected under the “Log In” menu at the top right of the Institute homepage. Institute login is typically your last name followed by first initial. The Partners login consists of three initials followed by a number.

<table>
<thead>
<tr>
<th>System</th>
<th>Sample Features</th>
<th>Username</th>
<th>Password</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Eval</td>
<td>• End of semester evaluations</td>
<td>Institute login</td>
<td>Set by user</td>
</tr>
<tr>
<td>Desire2Learn</td>
<td>• Course shells</td>
<td>Institute login</td>
<td>Set by user</td>
</tr>
<tr>
<td></td>
<td>• Quizzes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Dropbox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMS room reservations</td>
<td>• Reserve rooms</td>
<td>Partners login</td>
<td>Partners password</td>
</tr>
<tr>
<td></td>
<td>• Browse events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E*Value</td>
<td>• Manage clinical education</td>
<td>Set by IT</td>
<td>Set by user</td>
</tr>
<tr>
<td>Faculty annual review</td>
<td>• Maintain CV</td>
<td>Institute login</td>
<td>Set by user</td>
</tr>
<tr>
<td>(Mentor)</td>
<td>• Reflect on annual goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Receive feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty Compass</td>
<td>• Faculty Handbook</td>
<td>No login required</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Teaching resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Faculty development workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HealthStream</td>
<td>• Online training</td>
<td>Partners login</td>
<td>Set by user</td>
</tr>
<tr>
<td>Help Desk</td>
<td>• Request IT help</td>
<td>MGHIP email</td>
<td>Set by user</td>
</tr>
<tr>
<td></td>
<td>• Request facilities help</td>
<td>(to access old tickets)</td>
<td></td>
</tr>
<tr>
<td>Intranet</td>
<td>• Time off reporting</td>
<td>Partners login</td>
<td>Set by user</td>
</tr>
<tr>
<td></td>
<td>• HR policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• PowerPoint templates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iOnline</td>
<td>• Class roster</td>
<td>Institute login</td>
<td>Set by user</td>
</tr>
<tr>
<td></td>
<td>• Advisees</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Submit final grades</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outlook</td>
<td>• Check e-mail</td>
<td>Partners login</td>
<td>Partners password</td>
</tr>
<tr>
<td></td>
<td>• Manage calendar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Password Self Service</td>
<td>• Change password every 90 days</td>
<td>Partners login</td>
<td>Partners password</td>
</tr>
<tr>
<td>PeopleSoft</td>
<td>• Manage benefits</td>
<td>Partners login</td>
<td>Partners password</td>
</tr>
<tr>
<td></td>
<td>• View paycheck</td>
<td>Partners login</td>
<td>Partners password</td>
</tr>
<tr>
<td>Pharos</td>
<td>• Download printer packages</td>
<td>No login</td>
<td>Partners password</td>
</tr>
<tr>
<td>Treadwell Library</td>
<td>• Search databases</td>
<td>Partners login</td>
<td>Partners password</td>
</tr>
<tr>
<td></td>
<td>• Request interlibrary loan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Navigating the Institute

Distinctive Features

As you get settled at the Institute, you will discover some features of the landscape that are unique to a standalone graduate school nestled in a health care system. Some of the characteristics that distinguish us:

**ADDRESSING EACH OTHER**
Ours is a collegial workplace, and we call each other by first names. Even when talking to senior administrators, it is acceptable to use their first names. With students, however, faculty members follow different norms. In most cases, they encourage students to address them as “Professor” or “Doctor.” If you choose a different form of address for students, it is helpful to make your preference explicit.

**E-MAIL**
You will find that emails addressed to you @partners.org and @mgh.harvard.edu arrive in your inbox. For consistency and branding, it’s best to use @mghihp.edu for your e-mail address. All communication with students is required to occur through the @mghihp.edu e-mail address.

**NAMING**
The full name of the organization is MGH Institute of Health Professions. We do not spell out “Massachusetts General Hospital.” Our style guide recommends using the full name on first reference in written documents. On subsequent mention, acceptable names are “MGH Institute” and “the Institute.” Colloquially, many of us call the organization, “the IHP.”

**OFFICE ETIQUETTE**
The work of a faculty member may occur in libraries, with research collaborators, or in clinical sites. Therefore, you are not expected to be present in your office five days a week. However, maintaining a regular physical presence on campus enables you to interact more easily with colleagues and students. Informally, a closed office door indicates that visitors are not to disturb you except for emergencies. Keeping the door ajar signals that you welcome interruptions.

**SERVICE**
In conversation with your supervisor, you will allocate how much of your work effort is devoted to service on committees. First-year faculty members typically limit participation on institutional committees while they develop their teaching experience and scholarly agendas. As you gain more seniority, you should engage in impactful service at the institutional and national levels. Everyone is expected to participate in Commencement and encouraged to join in social events like the monthly wine and cheese receptions and the annual holiday party.

**CAMPUS**
The Institute purchased the Catherine Filene Shouse Building in 2000 and moved in a year later. As we have expanded programs and personnel, we have come to occupy eight buildings in the Charlestown Navy Yard. The Partners Shuttle connects the buildings to each other and to the main MGH campus. Favorite places to eat in the Navy Yard are Pier 6, Style Cafe, Decca, and the Bistro.
Navigating the Institute

Campus Map
Navigating the Institute

Faculty Development: Mentoring

As a new faculty member, you will be assigned at least one formal mentor during your first year. The role of the mentor is to introduce you to Institute resources, help establish a plan for career advancement, and provide emotional support.

A mentor helps advance your professional development by socializing you to the norms of the institution and guiding you to scholarly and teaching productivity.

For new faculty members, mentors are asked to serve for at least one year. Meeting frequency depends on each dyad, though you should check-in with each other at least once a semester.

A productive mentoring relationship should be a two-way conversation. As a mentee, you are responsible for:

- Taking an honest self-assessment to define career goals
- Initiating contact and scheduling meetings with the mentor
- Arriving at mentoring sessions prepared and with an agenda
- Following through on mentor’s suggestions
- Developing a mentoring network that includes a range of supporters
- Saying, “thank you” to mentors

At the outset, navigating the Institute can feel overwhelming. Checking in with your mentor can help ensure that you’re prioritizing your time efficiently and planning for professional advancement. Possible questions to ask your mentor include:

- Do I understand and connect with the MGH Institute values?
- Am I setting realistic goals for short-term improvement?
- Have I completed an accurate self-assessment of my needs?
- How can I balance teaching, scholarship, and service in alignment with my goals and the Institute’s needs?
- What projects or relationships would make my experience more meaningful?
Navigating the Institute

**Check Points**

**Year 1**
- Complete onboarding
- Set goals for the year
- Seek feedback at annual evaluation

**Years 2**
- Serve on school and Institute committees
- Attend Town Halls and social events
- Seek feedback at annual evaluation

**Year 3 and Beyond**
- Consider Faculty Senate service
- Mentor an early career faculty member
- Seek feedback at annual evaluation
Hello,

On behalf of the Office of Library and Instructional Design, I’d like to welcome you to the MGH Institute. We offer support for teaching and learning at every stage of course design and delivery.

A typical path for an individual faculty member is to learn about a new teaching technique at one of the Faculty Development Days or in one of the many workshops scheduled throughout the year. The faculty member could then schedule a consultation with an instructional designer to explore how to effectively incorporate that new technique into a course and assess the outcomes. That meeting might lead to working with an IT support specialist to set up the course in Desire2Learn and working with a librarian to develop a reading list. Finally, the faculty member might seek ongoing support from a faculty exchange group or book club.

We also work with groups of faculty who are designing or redesigning curricula. The instructional designers host tailored, intensive workshops on aligning learning objectives with content and assessment. The Office of Information Technology will assist in building program competencies into the learning management system. And the librarians can help develop collections to support the course sequence.

I hope you’ll take advantage of the faculty development events throughout the year to learn about new pedagogical research, see new instructional technology in action, and share ideas with colleagues. The librarians and instructional designers are always available for one-on-one conversations to help you teach effectively.

Best wishes,
Jessica Bell, MS
Director of Library and Instructional Design
Teaching Effectively

Pre-Trip Checklist

You will establish specific course responsibilities in discussions with your supervisor. Often, first-time teachers will be assigned a co-instructor to help manage student feedback and ensure consistency across the curriculum. In all cases, there are certain basic preparations for teaching that apply to all faculty members:

ROOM SCHEDULING
The Office of the Registrar will schedule and reserve rooms for your classes and communicate the schedule to students. If you would like to reserve rooms for class meetings outside the designated time, please communicate with your departmental scheduling liaison. You may also use the EMS room reservation system to book a conference room for individual meetings with students or colleagues.

All faculty members are expected to follow the Institute syllabus template and make it available to students at or before the start of the semester. The syllabus includes space to list learning objectives, which may be tied to disciplinary accreditation. Some departments also request the inclusion of specific policies on the syllabus. When it’s complete, please publish the syllabus to the Learning Object Repository in Desire2Learn to contribute to the archive of teaching materials.

CLASSROOM TECHNOLOGY
The Office of Information Technology supports equipment and software to enhance student learning. They offer online and in-person help for using Desire2Learn, the Institute’s learning management system, as well as interactive white boards, audience response systems, simulated electronic health record, and online conferencing. There is also a simulation education specialist on the first floor of the Shouse Building who assists in designing and implementing scenarios using high-fidelity mannequins.

STUDENT ACCOMMODATIONS
Disability Services within the Office of Student Affairs facilitates access for students with documented disabilities. It is the responsibility of the student to register for accommodations with Disability Services and present a letter detailing the services required. Faculty members should not ask students about the nature of their disability or request proof. You may work with the academic support counselors in your school for help in arranging distraction-free testing conditions, if needed.

ACADEMIC INTEGRITY
As a graduate school preparing future health professionals, the MGH Institute expects the highest standards of ethical behavior from all members of the community. Consequently, we take seriously any violations of academic integrity, including cheating, plagiarism, distortion of information, and collusion. If you observe intellectual dishonesty in your classroom, you may choose to issue an oral or written warning. In both cases, you must also inform your department of the action to add to a centralized record.

GRADING
Each instructor develops his or her own criteria for evaluating student performance. Students appreciate when these criteria are made explicit from the beginning of the semester. Final exams should take place during the designated exam period, and faculty members will have to submit final grades to iOnline shortly after the exam. The MGH Institute uses a letter grade system where an A is 4.0. Students must earn a 3.0 grade point average to maintain satisfactory academic progress.

EVALUATIONS
At the end of every semester, students will have an opportunity to complete an online evaluation of the instructor and the course. To ensure a high response rate, you may schedule the evaluation on the syllabus and designate a time when students complete the evaluation. It also encourages students to hear examples of how you have improved a course based on past feedback. When the semester is over, you will receive a link to view the student evaluations. Speaking with a mentor or supervisor may help put the comments in perspective.
Teaching Effectively

Distinctive Features

TEACHING DEVELOPMENT DOMAINS
Recognizing that many faculty members have never received formal training in teaching, the Committee for Teaching Excellence has spelled out the domains that effective teachers attend to. Each domain is broken down into objectives that you can use for self-assessment and improvement.

PLANNING & PREPARATION
Faculty members should have foundational knowledge of the process involved in teaching and a willingness to advance these skills over time:

1. Understanding pedagogy, target student populations, and overall design
2. Designing coherent courses, integrated interactions and learning experiences, and assessment/outcome measures using backwards design.

LEARNING ENVIRONMENT

FACILITATING LEARNING
This domain involves putting the planning and preparation into action and responding to situations as they unfold within the learning environment. This domain encompasses generic responsibilities that apply to all, regardless of the specialty or content areas taught:

1. Communicating effectively with students to enhance the learning process.
2. Implementing appropriate activities and assignments that will integrate with instructional materials and improve the learning outcomes of students
3. Demonstrating proficiency in implementation of assessment techniques
4. Demonstrating flexibility and responsiveness in the learning process

1
2
3
4
Teaching Effectively

Distinctive Features

LEARNING ENVIRONMENT
Faculty members are responsible for using resources to maximize student learning experiences, promote positive interpersonal relationships, and foster a safe learning environment. Responsibilities within the learning environment domain include:

1. Identifying components of the learning environment
2. Demonstrating proficiency with tools for engaging students within specific learning modalities

PROFESSIONAL RESPONSIBILITIES
Faculty members assume a range of professional responsibilities related specifically to their roles as teachers. This domain encompasses generic responsibilities that apply to all, regardless of the specialty or content areas taught:

1. Maintaining professionalism in all written, telephone, and interpersonal interactions
2. Engaging in lifelong learning and reflective practice related to content knowledge, teaching, and learning
3. Engaging in scholarly activities that lead to substantive contributions that impact one or more of the following areas: discovery, application, teaching and learning.
Teaching Effectively

Faculty Development

The breadth of the teaching development domains illustrates the need for support in creating optimal learning opportunities for students. The Institute has invested in a continuum of professional development resources to assist you in evaluating and improving your teaching. They range from online, on-demand tools to formal degree programs in health professions education.

Faculty Compass: The section of the Institute website devoted to faculty includes tips and tools for teaching. You can zero in on advice for writing learning objectives, establishing rubrics for grading, and recording presentations to post in Desire2Learn.

Extend Your Impact: All faculty members are automatically enrolled in this self-paced course in Desire2Learn. The animated modules, approximately 8 minutes long, will demonstrate how to maximize discussions, design group projects, and assess students in online classes.

Faculty Development Days: Between semesters three times a year, the Committee for Teaching Excellence sponsors workshops, keynote speakers, and networking opportunities. Past themes have included “Embracing difference in the classroom” and “Getting started with the scholarship of teaching and learning.”

Instructional Designers: Two full-time instructional designers are available for confidential, individual consultations. They can provide guidance for creating assessments that match learning objectives, adapting an in-person class to an online environment, and incorporating active learning strategies, among other services.

Peer Observation of Teaching: The instructional designers can also help match you with an experienced colleague from another department who has been trained to observe teaching and offer feedback. This opportunity adds another perspective to student evaluations of teaching and need not be shared with your supervisor.

Changing Courses Fellowship: Every spring, the Office of the Provost solicits proposals for faculty members to revise an existing course in a way that enhances student learning. The $5,000 fellowship lasts for a year and may be used to hire graduate assistants, buy classroom technology, or take as a salary supplement. Winners present their results at the spring Faculty Development Days.

Enroll in the Master of Science in Health Professions Education: The Center for Interprofessional Studies and Innovation hosts a program in health professions education designed for credentialed health professionals who wish to improve their teaching skills. The majority of the courses occur online with one or two intensive on-campus seminars per year. Faculty members who apply and are accepted to the program will have their tuition and fees waived.
Teaching Effectively

Check Points

Year 1
- Meet with instructional designers
- Participate in Faculty Development Days
- Review student evaluation of teaching

Years 2
- Request a peer observation of teaching
- Consider Health Professions Education courses
- Join a book group sponsored by the instructional designers

Year 3 and Beyond
- Apply for Changing Course fellowship
- Incorporate new technology into teaching
- Compile a teaching portfolio
Dear Colleague,

I have been at the Institute since 2004, starting as an assistant professor. In 2010 I was promoted to associate professor, and, just this year, I was promoted to professor. When it comes to moving your career forward, I share these tips with the faculty I mentor:

Select an area of scholarship in which you want to excel:

- Teaching and learning: create a novel/better way to teach, evaluate it, and disseminate it
- Clinical application: create a novel/better way to care for patients, evaluate it, and disseminate it
- Discovery: investigate or experiment, evaluate it, and disseminate it

Disseminating the work you do is important because the goal of all the hard work is that others will replicate, use, and ultimately benefit from your efforts. Keep track of all the ways you disseminate your work. Also keep track of how your work influences the discipline. Do people use your teaching strategies, curriculum, research instrument, intervention, or cite your publications? Peer review is important because it provides evidence that your peers consider your work worthy. How do you tell people about your work?

- Tell them: presentations
- Show them: posters
- Write about it: journal articles, books, chapters

You will be evaluated on the impact of your work. This can be thought of as your reputation. With each promotion, your reputation will spread to a larger circle:

- Local: A few people in your neighborhood are familiar with your work and use it.
- Regional: Some people in New England are familiar with your work and use it.
- National: Lots of people in the country are familiar with your work and use it.
- International: People in the United States and other countries are familiar with your work and use it.

Keep in mind that the role of faculty is to move the discipline forward. If you make widgets, then the scholarship of widgets would be to make them better, safer, or more efficiently, evaluate them, and disseminate how you did it.

Good luck in moving your career forward!

Ruth Palan Lopez, PhD, GNP-BC
Professor, School of Nursing
Advancing Toward Promotion

Pre-Trip Checklist

Promotion should be the goal for all faculty members. It recognizes your contribution to the intellectual conversation and opens opportunities for greater leadership in your profession. Promotion also signals to students and mentees the importance of continuous professional development. Moreover, promotion comes with an increase in compensation. There is no tenure for faculty at the MGH Institute, though you should aim for a promotion in rank approximately every six years. These steps will help you chart a path to the next rank:

Define an area of scholarly interest. What are the unanswered questions in your clinical or teaching environment? Which journals do you read regularly?

Identify multiple mentors. Because you may need guidance on research methods, ethical approvals, publishing, or other aspects of scholarship, it’s best to cultivate several mentors who can help with different steps of the process.

Establish goals. In your annual evaluation meeting, work with your supervisor to define the components of a scholarly project and set realistic, measurable deadlines for each one.

Watch for funding opportunities. Both internal and external sources may offer grants to assist your data collection or pilot testing.

Reserve writing time. Whatever the medium of dissemination, your ideas will need to be communicated in writing. It’s rare that you will have large blocks of uninterrupted time in your schedule, so put regular writing time in your calendar.

Enlist a friend. The ride is more enjoyable with someone in the passenger seat. Similarly, asking a colleague who is also building a scholarly agenda to join you in writing sessions and manuscript editing will hold you accountable.
Advancing Toward Promotion

Distinctive Features

AREAS OF SCHOLARLY IMPACT:
In 2014, the Faculty Senate approved new guidelines for promotion. All candidates for promotion will be evaluated on the quality of their teaching and participation in institutional and professional service. In addition, all faculty members choose one of three areas where they can demonstrate having made a scholarly impact.

DISCOVERY:
Focuses on advancing the field by answering new questions and typically falls into the broad category of “research.” Basic, translational, applied, and health services research, or development of new technologies, fall into the “discovery” category.

TEACHING & LEARNING:
The scholarship of teaching and learning is an area that focuses on development of innovative approaches to instruction, assessment, evaluation, and other areas related to education of health professionals.

APPLICATION:
Focuses on scholarly applications to clinical practice and health care delivery to practice and to health care delivery. Many of the IHP faculty members have very strong clinical backgrounds and have contributed significantly in their professional role. The scholarship of application allows individuals who wish to further develop in that role to concentrate their scholarly work in the development and dissemination of practice related products and services.

The criteria for consideration for each of these areas of scholarship vary according to the academic rank to which a faculty member aspires. Examples of evidence of impact appropriate to each area are available in the Faculty Handbook.

“Impact” is defined as substantive contributions that influence professional education and practice, health care delivery, and the well-being of society. As you plan your work responsibilities with your supervisor, consider how they contribute to enhancing your scholarly reputation.
Advancing Toward Promotion

Faculty Development

Just as research and scholarship benefit from a team approach, there are several consultants available to support Institute faculty members in achieving their academic goals. Your teammates include:

**Director of Research Programs:** Robert E. Hillman, PhD, leads the Institute’s efforts to expand research activity. Together with the Research Operations Committee, he sets policies for conducting research and provides resources to support investigators.

**Grants administrator:** A full-time grants administrator works in the Office of the Provost to manage pre- and post-award functions. He can assist with planning, budgeting, and submitting grant applications to external funders.

**IRB administrator:** The Institutional Review Board of Spaulding Rehabilitation Hospital oversees all human subjects research conducted by Institute faculty members. The IRB administrator is available to review proposals and guide you through the approval process.

**Librarian:** The two Institute librarians conduct literature reviews and help locate information resources. They can also assist in borrowing material from other libraries and acquiring subscriptions through Treadwell Library.

**Statistician:** A professor of biostatistics in the Center for Interprofessional Studies and Innovation also serves as a consultant on research grants and methodologist for grant proposals.

Another support for jumpstarting a research agenda is the Faculty Research Fellowship. Up to two awards of $10,000 are offered each year to allow faculty members to conduct pilot studies that will lead to external funding. Once you have collected data, the Office of the Provost invites all faculty members to participate in a manuscript writing workshop each fall where participants share drafts of work in progress with colleagues.
Advancing Toward Promotion

Check Points

Year 1
- Become familiar with areas of impact
- Develop a plan for promotion with mentor
- Complete IRB training

Years 2
- Plan for external funding proposal
- Seek research collaborators
- Participate in a writing group

Year 3 and Beyond
- Submit scholarly products for peer review
- Participate in professional organizations
- Co-author with students and mentees
You will travel on all three lanes simultaneously as a faculty member at the MGH Institute. Successful faculty members achieve a balance between the different facets of their role so that they shift smoothly between lanes. The pace of progress, however, varies for each faculty member. Many longtime members of the Institute community will admit to still having trouble keeping track of all their logins and passwords while early career faculty members may be ready to seek external funding for research. With that range in mind, we offer a possible timeline with key checkpoints that a faculty member may cross on the way to promotion. Together, these milestones will allow you to make course corrections so that you stay on the pathway to professional success.

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Years 2</th>
<th>Year 3 and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Navigating the Institute</strong></td>
<td><strong>Teaching Effectively</strong></td>
<td><strong>Advancing Toward Promotion</strong></td>
</tr>
<tr>
<td>Complete onboarding</td>
<td>Meet with instructional designers</td>
<td>Become familiar with areas of impact</td>
</tr>
<tr>
<td>Set goals for the year</td>
<td>Participate in Faculty Development Days</td>
<td>Develop a plan for promotion with mentor</td>
</tr>
<tr>
<td>Seek feedback at annual evaluation</td>
<td>Review student evaluation of teaching</td>
<td>Complete IRB training</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Islamic</strong></td>
<td><strong>Teaching</strong></td>
<td><strong>Advancing</strong></td>
</tr>
<tr>
<td><strong>Effectively</strong></td>
<td><strong>Effectively</strong></td>
<td><strong>Toward</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Promotion</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>