

The Annual Career Conference – Tips for Success

Career Conference Homework

- Reflect on your chief's expectations of your performance as a faculty member. Why were you hired?
- Have you selected the HMS criteria (Investigation, Clinical Expertise and Innovation, Teaching and Educational Leadership) that will measure your academic advancement? Does the selected criteria describe your role in the department/division and your daily responsibilities? Are you satisfied that this criteria is the best method to evaluate your progress? *Note - you choose the criteria to enhance your skills (the criteria does not choose you).*
- Construct your future by creating immediate and realistic goals and longer-range expectations/milestones.
- When you notice that your immediate goals have been falling off your radar screen, evaluate the circumstances: are there environmental obstacles that can be adjusted or is your work moving in a different direction? Take some time to consider these issues and how you will approach them.
- Maintain your CV and highlight critical accomplishments; outline contributions in local, regional, national, and international citizenship, teaching, leadership activities, as well as research, clinical activities, and scholarship.
- Does your chief have all the relevant documentation prior to the meeting?

The Conference - Discussing Your Progress with the Chief

- Clarify your accomplishments and your chief's expectations. Determine what is required for promotion to the next level, based on your career path/trajectory. Do you need to do more teaching on a regional or national level? Has your clinical work been properly documented? Are you sufficiently prepared in authoring peer-reviewed articles, book chapters or curricula? *Your chief (and mentor) will want to hear about your strengths and contributions.*
- As you know, writing and publishing articles, developing proof of scholarship, are time-consuming and arduous activities and drops in productivity can occur. In this case, impress your chief by developing an action plan that addresses and alleviates the drop. Discuss the action plan with your chief at the conference.
- Relate how your skills can synchronize with your department's mission; as you become a more experienced researcher, clinical innovator, or educator at Children's, this part of the conference will move more freely. You may want to ask for sponsorship to facilitate giving an invited lecture or joining a key committee.
- To avoid a conference stalemate, discuss salary at a separate time from your annual career conference.
- When your chief positively acknowledges your contributions, you can request further support for projects (establishing a special program or clinic, grant-writing assistance, etc.).
- You can explore options with your chief if your current position is not producing the best results. You might discuss opportunities at Children's or other academic hospitals and whether you will receive temporary project support. Your chief wants you to find a successful position.
- If you are dealing with a personal crisis that has limited your achievements, be honest about these difficulties and discuss the possibility of reducing your service/workload.

Follow-up with the Chief (and Debriefing with Your Mentors)

- Re-read your goals and set realistic timelines. Obtain the mentoring and resources promised.
- Be proactive in following the action plan created in the conference. Ask your mentors to provide any further tips and ask them to be partners in keeping you accountable to your goals. Regularly meet with or email your chief or mentor throughout the year to update her/him on your progress.
- Remember: your chief is always eager to hear good news! Communicate all accomplishments.

The Promotion Year

- Prepare your CV in HMS format (print out the Instructions at <http://cv.hms.harvard.edu/> and provide a quick turnaround of all suggested edits (to avoid any unnecessary bureaucratic delays).
- Develop a list of internal and external professionals (with contact information) for letters of evaluation. Policies and guidelines can be found at the following website: <http://www.fa.hms.harvard.edu/administrator-resources/appointment-and-promotion/>.
- Draft the recommendation letter for your chief and emphasize how your work is providing critical leadership in your field.
- Along with your CV, you will need to submit articles and/or evidence of scholarship (2 for assistant professor, 5 for associate professor and 10 for full professor). You can summarize each document's information, your participation, and impact on the field.

This document draws on "The Annual Performance Review" by Joanne Ingwall, PhD, HMS Professor of Medicine, for use at the BWH. It has been edited and updated to reflect the goals of Boston Children's Hospital by the Office of Faculty Development.