

SGIM Disparities Task Force

Mentoring Session: ““Changing Institutions/Changing Roles”

November 8, 2012 at 3pm ET

Mentors: Drs. Traci Collins and LeRoi Hicks

Dr. Collins is Chair of Preventative Medicine and Public Health at University of Kansas School of Medicine – Wichita. She relocated from the University of Minnesota a year ago.

Dr. Hicks is Chief of the Division of Hospital Medicine at UMass Memorial Healthcare and UMass Medical School. He transferred from Harvard Medical School a year ago.

Many view changing jobs as an opportunity for promotion. How can we secure promotion/tenure in a timely fashion without changing jobs? How can one demonstrate value at their current institution that is more easily recognized by an outside/recruiting institution?

Discussion:	<p>Dr. Hicks’ Recommendations:</p> <ul style="list-style-type: none"> • Presentations outside of your facility and the dissemination of your work can help you to have a presence that extends beyond your institution that is clearly identifiable by your CV. • You can achieve this through peer reviewing manuscripts, presenting at national meetings like SGIM, and presenting at International conferences. • You should have a mentor that can help you identify the best opportunities like an editorial opportunity, advisory council, etc. <p>Dr. Collins’ Recommendations:</p> <ul style="list-style-type: none"> • Publish your work and ensure you document your publishing on your CV. • Know criteria for promotion and work towards that with a mentor to ensure you are strengthening your career and preventing a “gap” in your tenure track. <p><i>Participant Question:</i> Does it matter if your mentor is at the same institution?</p> <p>Dr. Collins’ Recommendations:</p> <ul style="list-style-type: none"> • A “team” with mentors both within and outside your institution is ideal, ensuring you find role models to help guide your career.
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Address the pros and cons of changing roles—either at a new institution or at same one.

Discussion:	<p>Dr. Collins’ Recommendations:</p> <ul style="list-style-type: none"> • Consider opportunity for leadership and room to grow career and career of others at new institution. • Consider change in institution and local community’s impact on career growth.
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	<ul style="list-style-type: none"> • Uprooting RO1 Grant was a con as NIH had to approve. Thankfully the grant was still in feasibility phase and recruiting had not yet started. <p>Dr. Hicks' Recommendations:</p> <ul style="list-style-type: none"> • Consider impact on family. • Consider opportunity to lead, manage budget, and continue research. <p><i>Participant Question:</i> How did you prepare for a transition from a research track to more of a leadership role?</p> <p>Dr. Collins' Recommendations:</p> <ul style="list-style-type: none"> • If research is priority, ensure that the size of the department won't prohibit time for research. • AAMC and AAIM offer coursework to prepare for leadership role. <p>Dr. Hicks' Recommendations:</p> <ul style="list-style-type: none"> • Coursework on leadership, finances, management strategies are helpful. • Work with many associate chiefs that can run different management control functions. <p><i>Participant Question:</i> How do you prepare for the possibility of taking on these roles in the future? How do you balance doing leadership work for the possibility and your current role? Should you prepare or just focus on becoming really good at primary role?</p> <p>Dr. Hicks' Recommendations:</p> <ul style="list-style-type: none"> • Limit future preparation to those things you may do within a three year window. <p>Dr. Collins' Recommendations:</p> <ul style="list-style-type: none"> • Through your career, take on opportunities that may help at some point, especially administratively and add them to your resume.
<p>When you are within one institution and begin to question your ability to make progress, what specific work (or career)-based factors are most important to identify as problem areas in the process of determining whether relocation is the solution?</p>	
<p>Discussion:</p>	<p>Dr. Collins' Recommendation:</p> <ul style="list-style-type: none"> • Reflect on your career yearly to ensure you are making progress. • Check in throughout the year with your mentor to discuss progress and milestones and seek guidance as necessary. • If you identify problem areas, don't automatically jump to relocation. Pinpoint the issues. Do you have the right mentor? Are you serving the right patient population? Are you at the decision making table? Identify what isn't working then decide if these are only issues you can solve by relocation. If so, identify those who have done a similar move and discuss for their insight. <p>Dr. Hicks' Recommendation:</p> <ul style="list-style-type: none"> • Examine yourself first doing a root cause analysis. Moving may not be the

	<p>solution.</p> <ul style="list-style-type: none"> • If you do not have the right mentor are not able to access your mentor as needed, maybe the institution isn't right for you. • If considering a new institution, ensure that you will be well-positioned to succeed.
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Address the issue of taking on roles/responsibilities that are beyond your professional/academic title and striking a balance within your dossier that aligns with promotions & tenure criteria, especially when you have a career that is more heavily grounded in community-based research.

Discussion:	<p>Dr. Hicks' Recommendation:</p> <ul style="list-style-type: none"> • If you are ever going to see a meaningful result from your achievements, you must be careful of how the activity sits in your overall portfolio. • Develop possible work and track with your mentors, keeping a three year window in mind. • Always remain available to the community so you develop the trust to get participation in your projects. <p>Dr. Collins' Recommendation:</p> <ul style="list-style-type: none"> • You may be able to make roles outside of your professional title work for you. • For example, if you are asked to oversee a residency program but you are heavily grounded in Community-Based Participatory Research, think about how this role can help. It may be possible for the residents to help with research or the title may help you in the community to ensure the role is a win/win. If you cannot make it work for you, then say no. <p><i>Participant Question:</i> As clinician researchers, are there experiences we should definitely say no to? Say yes to?</p> <p>Dr. Hicks' Recommendation:</p> <ul style="list-style-type: none"> • Consider opportunities that allow for exposure outside of your institution. • Consider opportunities that all you to connect and network with like-minded people outside of your institutions. • Study sections, grant review panels and journals allow for opportunity to fine-tune your CV. • Always say yes to giving a talk outside of your institution that describes your work or is a review of health disparities research as it helps build your national reputation. • Always discuss opportunities with mentor(s). <p>Dr. Collins' Recommendation:</p> <ul style="list-style-type: none"> • At assistant and associate professor level important to be known outside institution. • Steer clear of book chapters and associate editor role within a journal as they are not a good use of time. • Ensure you know how much time you will need to commit before signing up.
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Faculty members sometimes have to change institutions because of family reasons and not job dissatisfaction. Although, well established in their old institution, they may have to start from the beginning and prove themselves in their new institution. What would be the best approach in such a situation?

- Discussion:
- Dr. Hicks' Recommendations:
- Be sure you meet those you will intersect with on a regular basis immediately to determine who you may wish to collaborate with in the future. .
 - Learn the institutional culture and what work is being done.
 - Advocate for yourself. Ensure others know why you will be an asset, especially if you were not recruited.
 - Be a finisher. If you say you can do something – get it accomplished.
 - Make sure you plan ahead for your family commitments so that it doesn't interfere with your work commitments.
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- Dr. Collins' Recommendations:
- Do homework before you get to new institution to prepare.
 - Identify stakeholders in your area of expertise and set up meetings prior to your arrival so you can work with them immediately.

In the new institution, there are often “silos” that are difficult to break and prohibit collaborations and advancement. What would be the best approach to overcome these barriers?

- Discussion:
- Dr. Collins' Recommendations:
- Get coffee, lunch with colleagues to know what they are working on and the possibility for future partnerships.
 - Identify “superstars” and meet with them so they can identify you as a team player for future projects.
- Dr. Hicks' Recommendations:
- Build time into your schedule to meet with people and possible mentors.
 - If you have a concrete project in the works, this can be a great catalyst to discussion and work across different groups.
 - Gaining mentorship or coaching from someone already familiar with institution and day-to-day details may be helpful.

Next call

The next call will be held in spring 2013. Details and call-in information to be distributed prior to the call.