Managing Your Research Career – Behavioral, Clinical and Public Health Sciences
UCSF Faculty Development Day, 2020
Speakers

• Gregory Marcus, MD, MAS
  – Professor of Medicine, Cardiac EP, Associate Chief of Cardiology for Research, UCSF Health
  – Research programs involve examining modifiable risk factors (alcohol, caffeine, smoking, other substances; cardiac ectopy) on cardiovascular health, optimizing clinical care for arrhythmias, utilizing technology to enhance clinical research
Speakers

• Mandana Khalili, MD
  – Professor of Medicine at UCSF and Chief of Clinical Hepatology at ZSFG. She also serves as the co-director of the CTSI Mentor Training Program which is a comprehensive program focused on training faculty to become more effective mentors.
  – Her research has both clinical and translational components related to epidemiology, treatment, and outcomes of chronic liver diseases.
Speakers

• Nynikka R.A. Palmer, DrPH, MPH
  – Assistant Professor in the Division of General Internal Medicine at Zuckerberg San Francisco General Hospital, with secondary appointments in the Departments of Urology and Radiation Oncology.
  – Her research program is at the intersection of cancer disparities, quality of care, health care communication, and community engagement.
Speakers

• Linda Park, PhD, MS, FNP-BC, FAAN, FAHA
  – Associate Professor in the Department of Community Health Systems in the School of Nursing and has a dual appointment as a Nurse Researcher at San Francisco VA. She also works as a nurse practitioner for Cardiovascular Services at John Muir Medical Center in the East Bay.
  – Her research focuses on technology-based interventions for secondary prevention of cardiovascular disease.
Housekeeping

• We would hope to foster networking
  – Please keep camera on if you can
• Session is not being recorded
• We will use the CHAT function to ask questions (can direct them to me, Greg Marcus, your host)
• We will have small breakouts to promote discussion in the middle
Agenda

• 2:35-45 Mentorship and Sponsorship
  – Mandana Khalili
• 2:45-55 Scientific Productivity
  – Greg Marcus
• 2:55-3:05 Work-life balance
  – Nynikka Palmer
• 3:05-3:15 Career/professional development
  – Linda Park
• 3:15-3:30 BREAKOUT GROUPS
• 3:30-3:40 Reconvene for group questions/ discussion
• 3:40-3:50 Brief talks regarding UCSF resources
• 3:50-4:00 Final questions/ discussion/ closing remarks
Mentorship and Sponsorship

Mandana Khalili, MD
Professor of Medicine, UCSF
Chief of Clinical Hepatology, ZSFG
Co-Director, CTSI Mentor Training Program
Mentorship Matters

Strong mentorship has been linked to:

- Enhanced Research productivity
- Enhanced self-efficacy
- Higher career satisfaction
- Enhanced recruitment and retention of individuals from underrepresented groups

What is mentoring?

“Is a reciprocal, dynamic relationship between mentor (or mentoring team) and mentee that promotes the satisfaction and/or development of both.”

McGee, R. 2016
Mentoring

• Mentoring is collaborative
• Mentoring is dynamic and longitudinal
  • Relationship changes over time where expectations must be consciously negotiated
• Both the mentee and mentor are “learners”
  • the mentee learning skills for productivity and career advancement
  • the mentor learning about the mentee to effectively nurture the growth
• Supports both the career and personal development of mentee

Ehrich 2004, Pfund 2016
Coaching
Mentorship
Sponsorship

The coach improves
(talks to you)
Job performance

The mentor guides
(talks with you)
Career-oriented

The sponsor nominates
(talks about you)
Leadership-oriented
Mentee-Mentor Relationship

Selection
Cultivation
Alignment
Closure
Preparing self

Zerzan J, Academic Medicine 2009, 84:140-44
Cultivating the Mentor-Mentee Relationship

• **Mentee Manages Up**
  • Means taking ownership of the relationship
  • Express needs
  • Set and agree on goals and expectations
  • Be responsive and flexible
  • Plan and set the meeting agenda
  • Follow regular meeting schedule
  • Ask about mentor’s communications preference
  • Ask questions
  • Actively listen
  • Follow through with tasks and commitments
  • Ask for feedback
A Culture of Mentorship at UCSF

• Faculty Mentoring Program
  • https://academicaffairs.ucsf.edu/ccfl/faculty_mentoring_program.php
  • Mitchell D. Feldman, MD, MPhil, Associate Vice Provost of Faculty Mentoring
  • All faculty, all schools
  • Career mentoring for junior faculty
  • Resources (e.g. UCSF FMP Toolkit)
  • Increase recognition of mentoring
  • Advancement and Promotion
  • Awards

• CTSI Mentor Training Program (MTP)
  • http://accelerate.ucsf.edu/training/mtp
  • Co-Directors: Feldman and Khalili
  • All faculty and schools, comprehensive program designed to train faculty to become the next generation of confident and effective clinical and translational research mentors.
THANK YOU

Mandana.Khalili@ucsf.edu
Scientific Productivity
Managing Your Research Career – Behavioral, Clinical and Public Health Sciences
UCSF Faculty Development Day, 2020

Gregory M Marcus, MD, MAS
Professor of Medicine
Division of Cardiology
University of California, San Francisco
Starting at the End: Get it Done

• Make the lay up!
  – Get it done

• Perfect is the enemy of the good
  – Be meticulous in the beginning
  – Figure out what you need to do to complete the paper/ grant and let some stuff go if you need to

• If it’s not a published manuscript or submitted grant, it’s like it never happened
Most Important Ingredient for Success?
Most Important Ingredient for Success?

- Grit = perseverance = stick-to-it-ness
- Most successful professional baseball players HOPE for an average success rate of “300” (meaning 0.3 or 30%)
- Rejection is part of the game
  - Ideas
  - Papers
  - Grants
Therefore:

- Emelia Benjamin, MD,ScM (Professor of Medicine at BU/ Framingham Heart Study Executive Committee member; Assistant Provost for Faculty Development): “It’s all about shots on goal”

“You miss 100% of the shots you don’t take”

-Wayne Gretzky
Key is Often: to Just Begin

- Can be an overwhelming number of things to do (K23 or R01)
  - Break into pieces and take one at a time
- “Once begun, it’s half done”
Diversify Your Portfolio

• Do not rely on just one project or one finding

• Have some that are feasible
  – That are secondary data analyses

• Make use of time
  – Do things with due dates or anticipated wait times first
  – When all else equal, work on project most close to completion
Make things Easy (for your reviewers and collaborators)

- Help people do what you want by removing barriers for them (more effective than carrots)
  - Make manuscripts, grants SIMPLE and EASY
  - Lay it on a plate for reviewers
Some Specifics about Scientific Writing

• You don’t want reviewers to have to think
  – Be consistent
    • Same order in Methods, Results, Conclusions
      – If adjusted for HTN, DM, etc. one place, always keep in the same order
    – Really make efforts to keep formatting consistent and avoid typos
      • It tells them about you
        – You want them to give you the benefit of the doubt

• Responding to reviewers
  – Remember comments are for the READERS
    • Not the reviewer personally per se
Don’t Fight the Data

The Nobel Prize in Physics 2011

The Nobel Prize in Physics 2011 was divided, one half awarded to Saul Perlmutter, the other half jointly to Brian P. Schmidt and Adam G. Riess "for the discovery of the accelerating expansion of the Universe through observations of distant supernovae".
Thank You

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Twitter: @gregorymmmarcus
The EUREKA Mobile Health Research Platform

Gregory M Marcus, MD, MAS
Professor of Medicine
UCSF

http://info.EurekaPlatform.org
Resource for Mobilizing Research

Flexible, scalable, secure mHealth Research Platform

Accessible eCohorts for research

mHealth Data Repository & Analytics

(formerly known as Health ePeople) www.info.EurekaPlatform.org
Components of the Eureka Platform

- Participant Interface
- Cloud Backend
- Study Team Interface

Synchronized Experience

Study/Participant Management

Reports & Data Export
The Eureka Platform

- Built for collaboration
- Remote or in-person enrollment
- Marginal cost & startup time for studies
- Multi-model data collection
  - Surveys & EMAs
  - Connected apps & devices
  - EMR integration
- Customized user flows, tasks and messaging
The COVID-19 Citizen Science Study

35,688 PARTICIPANTS

Number of Incident Symptomatic Participants
- 1 - 9
- 10 - 40
- 50+

Participation Days
- 1 - 9
- 10 - 99
- 100 - 999
- 1,000 - 10,000
- 10,000+

Participating Countries

Eureka
Thank You
Nynikka Palmer, DrPH MPH
Assistant Professor of Medicine
Division of General Internal Medicine at ZSFG
Work-Life “Balance” & “Integration”

“Balance”
- Feeling derived from being whole and complete
- Avoid viewing it as a scale of taking from one to give to another

“Integration”
- Creating harmony in your life
- Cultivating the areas of your life that are truly important
- Mixture of...

[Diagram showing a mix of spiritual, physical, emotional, intellectual, occupational, and social aspects]
We're no longer using the term "work-life balance" because it implies that your life is important.

Now we call it "work-life integration" so it's easier to make you work when you would prefer being with loved ones.

And I'd like to give a big thanks to those of you who never had a life.

You're welcome.
Balance/integration is a very personal thing & only YOU can decide the lifestyle that suits you best.

- Less about dividing hours equally, more about having flexibility.
- Don’t strive for a perfect schedule, strive for a realistic one.
- Set a good example; model the behavior.
Prioritize Your Health
healthy eating habits, exercise, meditate, etc.

Take Vacation
truly “out of office”

Make Time
for yourself & loved ones

Set Boundaries
work hours, emails, calls/text

Unplug
take time to unwind

Ask for Help
peers, mentors, professional help

Just Say No
Say YES to what’s most important to you: grants, publications, leadership, etc.

Let Go of Perfection
draft vs. final version

Time Management
most productive time; block time off; be realistic; delegate

Set Goals & Priorities
be realistic; block time for most important activities
Some Resources

- UCSF CTSI K Scholars Program
- UCSF at ZSFG WARM Hearts (Women’s Advancement & Recognition in Medicine)
- National Center for Faculty Development & Diversity (www.facultydiversity.org)
  - UCSF has a membership – contact Irene Merry
  - Faculty Success Program, Monday Motivator, etc.
- UC Resources
  - https://ucnet.universityofcalifornia.edu/working-at-uc/work-life-wellness/index.html
Career/Professional Development

Linda Park, PhD, MS, FNP-BC, FAAN, FAHA
Associate Professor
Academic Cultural Capital

• Difficult to identify/articulate
• What you don’t know, you don’t know
• Soft skills, shared understandings about how this world works, know-how/ability to navigate this world
• Not “natural” or “given,” but acquired & practiced

Credit: Janet Shim, PhD, MPP
My Journey in Career Development

Post-Doctoral Fellowship
- VA National Quality Scholars (2013-2014)

Assistant Professor
- K Scholar (2015-2018)
- Mentored VA Award (2016-2021)
- Tideswell Emerging Leader in Aging Fellow (2019-2020)

Associate Professor
- CADC Scholar (2020-2021)
- Pepper Center Scholar (2020-2021)
Lessons Learned (So Far...)

- Have successful peer mentors who are 2 years ahead of you
- Team mentorship
- Network, network, network
- Pay attention to email
Development in Research ~ Teaching ~ Service/Leadership

"Once you stop learning, you start dying"

~ Albert Einstein ~

- Writing workshops
- Teaching programs: Teach for UCSF Certificate Program
- Leadership programs (Coro)
- Personal coaching
- Personal feedback
- Mentorship
Development Within UCSF

• Dept/Division – weekly/monthly works-in-progress meetings
• School – weekly Zoom meetings, monthly research presentations
• Campus – scholars programs / fellowships
Development Outside UCSF

• National Center for Faculty Development & Diversity (NCFDD)
• National Organizations for leadership skills, building a national reputation, collaborations
UCSF Leadership Development Resources

• List of Leadership Programs including UCSF/Coro Faculty Leadership Collaborative
  https://medicine.ucsf.edu/about/faculty/faculty-resources-leadership-development

• UCSF Faculty Leadership Collaborative
  https://academicaffairs.ucsf.edu/ccfl/faculty_leadership_collaborative.php

• National Center on Faculty Development and Diversity (NCFDD)
Work in teams & delegate
Get organized!

Trello helps teams work more collaboratively and get more done.
Trello’s boards, lists, and cards enable teams to organize and prioritize projects in a fun, flexible, and rewarding way.

Email
Sign Up – It’s Free!
You are destined for a fabulous career!
Extra Resource Slides for Research Success
Clinical & Training Science Institute

- CTSI (http://accelerate.ucsf.edu/)
  - Find mentors, collaborators
  - Research consulting and other services
  - Access to large (free!) databases
  - Tips on forming partnerships with community, industry
  - Resources for training in clinical research
  - Successful proposal library
Clinical Research Resource HUB

- Clinical Research Resource (http://hub.ucsf.edu/)
  - Clinical trial management
  - Consent development
  - Working with industry
  - Guidance on regulatory issues, good clinical practice
  - Training resources
  - “tools, templates, guidance, go-to”