

An aerial photograph of the University of California, San Francisco (UCSF) campus and the surrounding city of San Francisco. The image shows a dense urban landscape with numerous buildings, including the prominent, modern UCSF buildings in the center. The background features a steep, wooded hillside. A semi-transparent white box is overlaid on the center of the image, containing the text.

**Managing Your Research Career -
Behavioral, Clinical and Public Health Sciences
UCSF Faculty Development Day, 2023**



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

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.
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Speakers

Jerry Nutor, PhD, MS, RN

- Assistant Professor in Department of Family Health Care Nursing with a joint appointment with Center for AIDS Prevention Studies.
 - His research goals are to develop new methods of improving healthcare for underrepresented segments of the population, such as rural and urban communities in sub-Saharan Africa.
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Speakers

Nynikka R.A. Palmer, DrPH, MPH

- Associate 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.
-

Housekeeping

- We 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, Linda Park, your host)
- We will have small breakouts to promote discussion in the middle

Agenda

2:35-2:50 Scientific Productivity – Greg Marcus

2:50-3:05 Career/professional development – Linda Park

3:05-3:20 Research with a health equity lens – Jerry Nutor

3:20-3:35 Work-life balance – Nynikka Palmer

3:35-3:50 BREAKOUT GROUPS

3:50-4:00 Final questions / discussion / closing remarks



Scientific Productivity

Managing Your Research Career – Behavioral, Clinical and
Public Health Sciences

UCSF Faculty Development Day, 2023

Gregory M Marcus, MD, MAS
Professor of Medicine
Division of Cardiology
University of California, San Francisco

Starting at the End: Get it Done

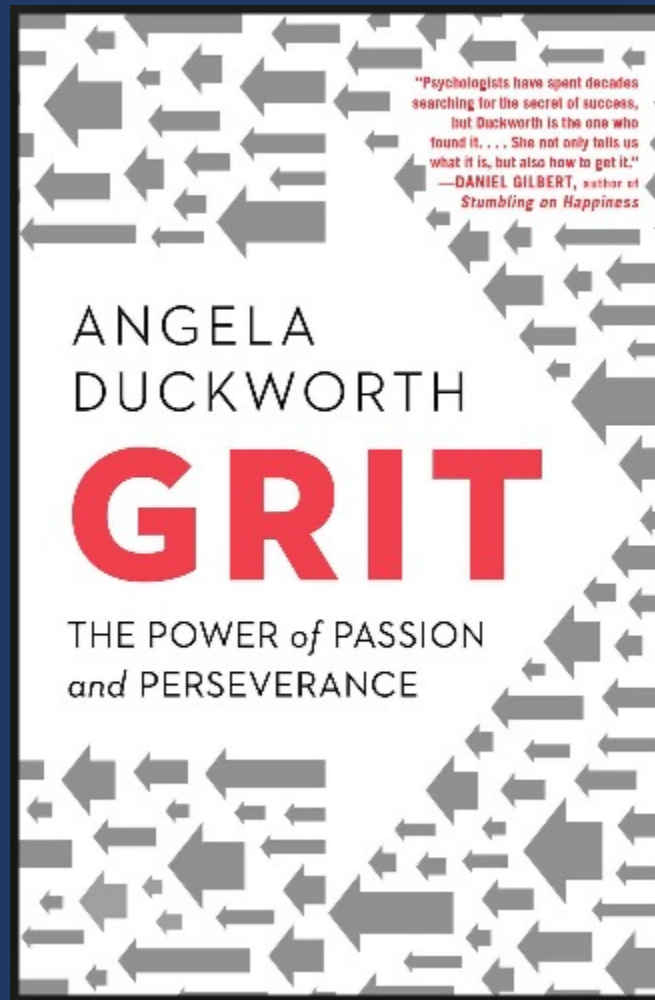


- Make the lay up!
 - Get it done
- Perfect is the enemy of the good
 - Be meticulous in the beginning
 - Figure out what you need to do to complete the paper/ grant and let some stuff go if you need to
- If it's not a published manuscript or submitted grant, it's like it never happened

Honor Thy Mentor

- Mentor should
 - Put your needs and career first
 - Provide opportunities for you to first-author papers, including original ideas
 - Provide learning experiences that help you transition to independence
- Mentee should
 - Initiate meetings, questions, ideas
 - Keep lists and follow through
 - Be responsive and complete tasks
 - Be loyal and always check in with mentor before pursuing projects with others

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”

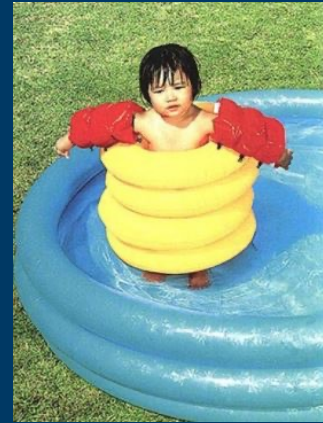
Writing and “Writer’s Block”



Confronting blank page



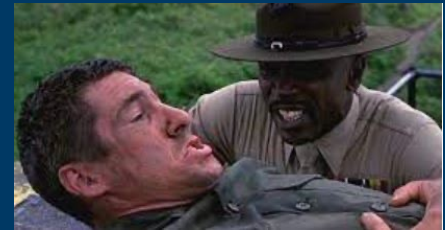
Like a parent with a baby that can do no wrong



Confronting content you've written



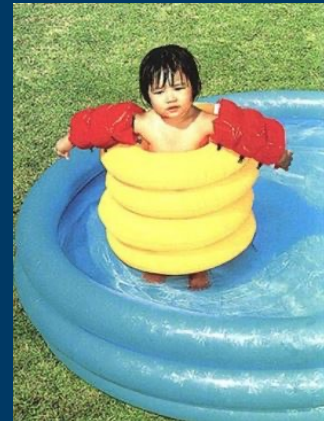
Like a fastidious, demanding drill sergeant



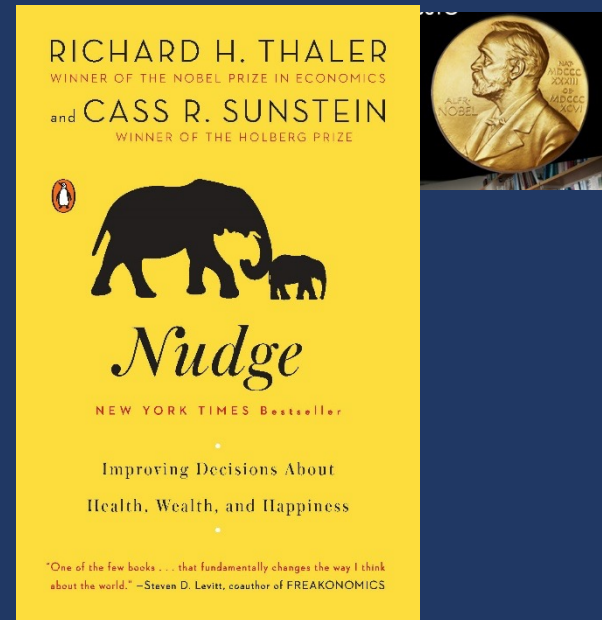
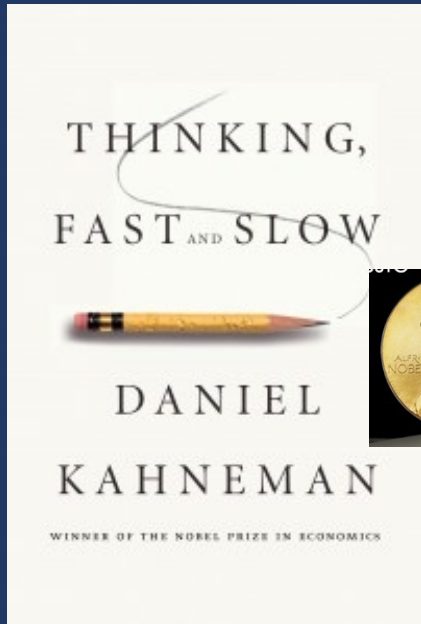
When pretty much done



Let it be get done and advocate for it



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

Have and encourage a “growth mindset”

“Task Conflict” versus “Personal Conflict”

Don't Fight the Data

The Nobel Prize in Physics 2011



Photo: U. Montan
Saul Perlmutter
Prize share: 1/4

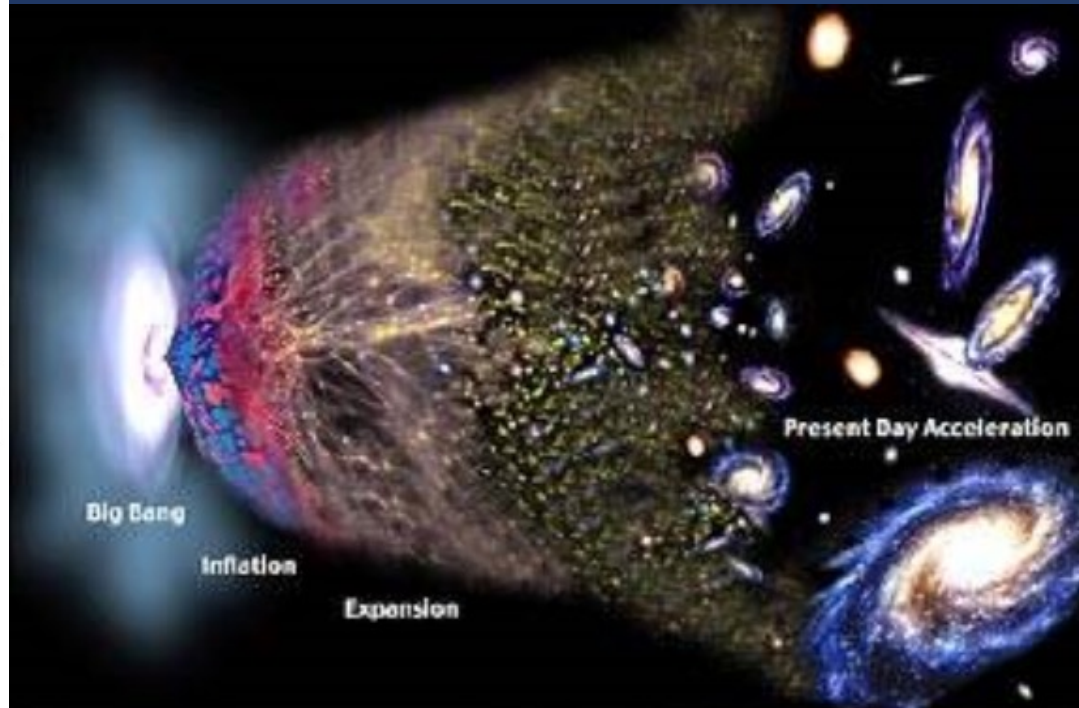


Photo: U. Montan
Brian P. Schmidt
Prize share: 1/4



Photo: U. Montan
Adam G. Riess
Prize share: 1/4

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!

greg.marcus@ucsf.edu

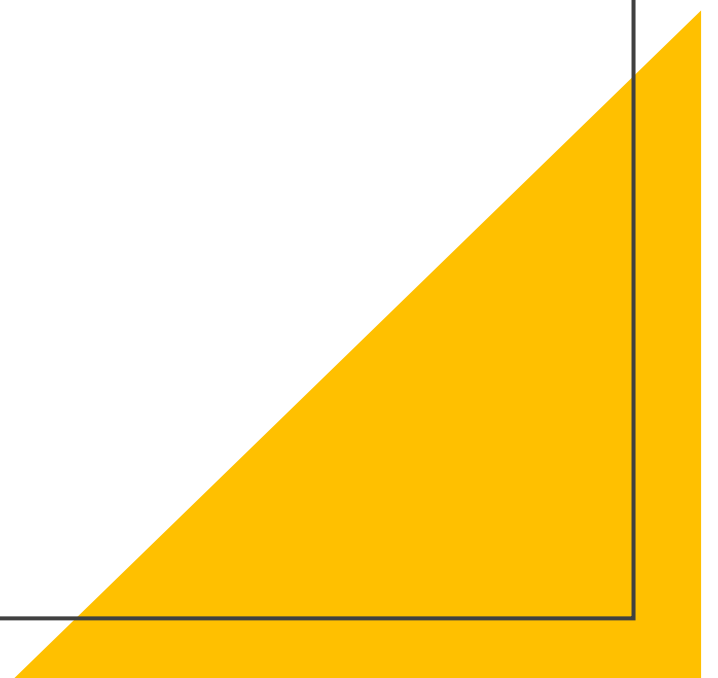
Career/Professional Development

Linda Park, PhD, MS, FNP-BC, FAAN, FAHA

Associate Professor, UCSF

Research Health Science Specialist, SFVA

Nurse Practitioner, John Muir Health



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 Quality Scholars program (2013-2014)

Assistant Professor

- K Scholars program (2015-2018)
- Mentored VA Award (2016-2023)
- Tideswell Emerging Leader in Aging program (2019-2021)

Associate Professor

- Center for Aging in Diverse Communities (CADC) Scholar (2020-2022)
- Professional leadership coaching

Some Lessons Learned (So Far...)



Have successful peer mentors
who are 2 years ahead of you



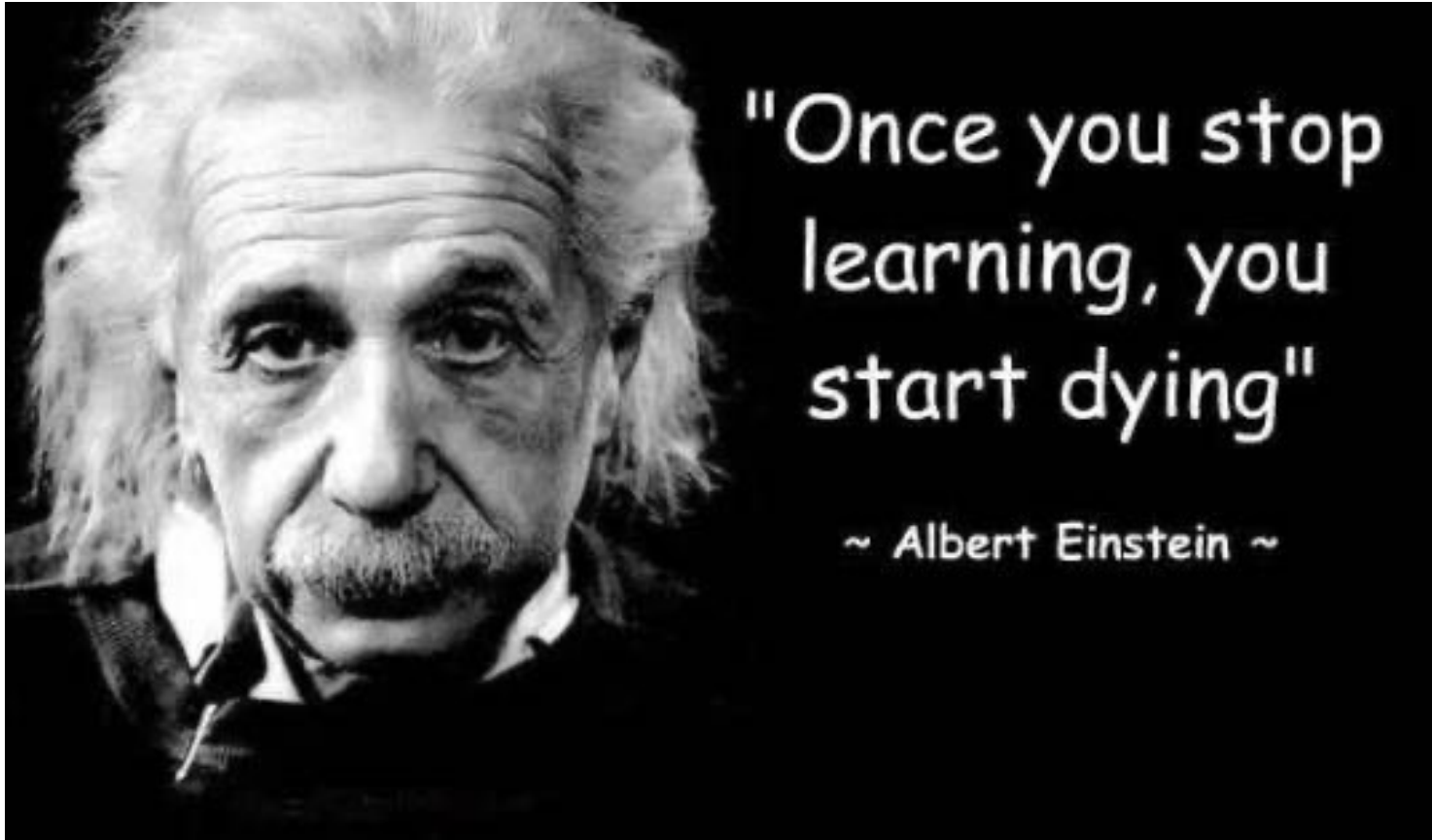
Team mentorship



Network, network, network



Work with people you like



"Once you stop learning, you start dying"

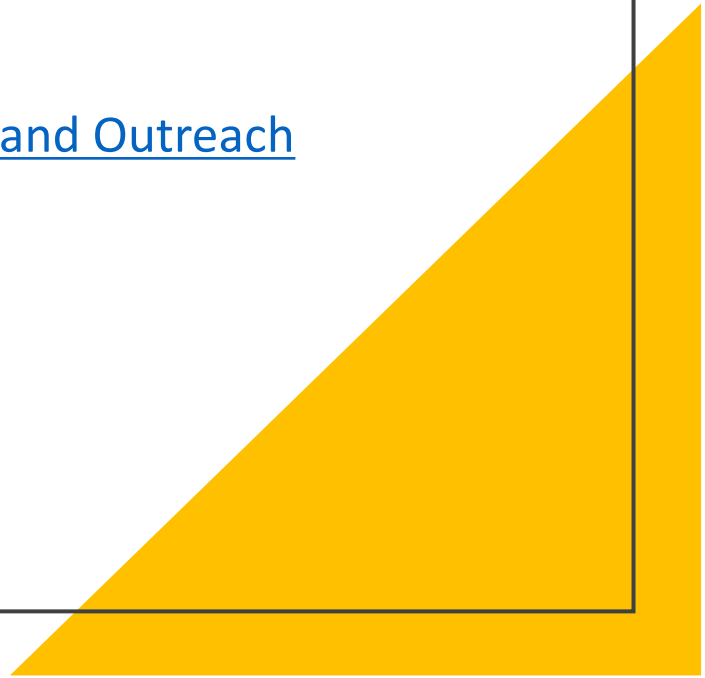
~ Albert Einstein ~

Development in
Research, Teaching,
Service/Leadership

- 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, personal teams (writing retreats, etc.)
- [Campus](#) – scholars programs/ fellowships or others...
 - [Multiple training opportunities from the Office of Diversity and Outreach](#)
 - [UC Oracles Toastmasters](#)
 - [UCSF Faculty Mentoring Program](#)
 - [Teaching for Equity and Inclusion](#)



Development Outside UCSF



- [National Center for Faculty Development & Diversity \(NCFDD\)](#)
- National Organizations for leadership skills, building a national reputation, collaborations



Academic Cultural Capital

Takes time, effort, resources,
support, and patience

You are destined for a
fabulous career!



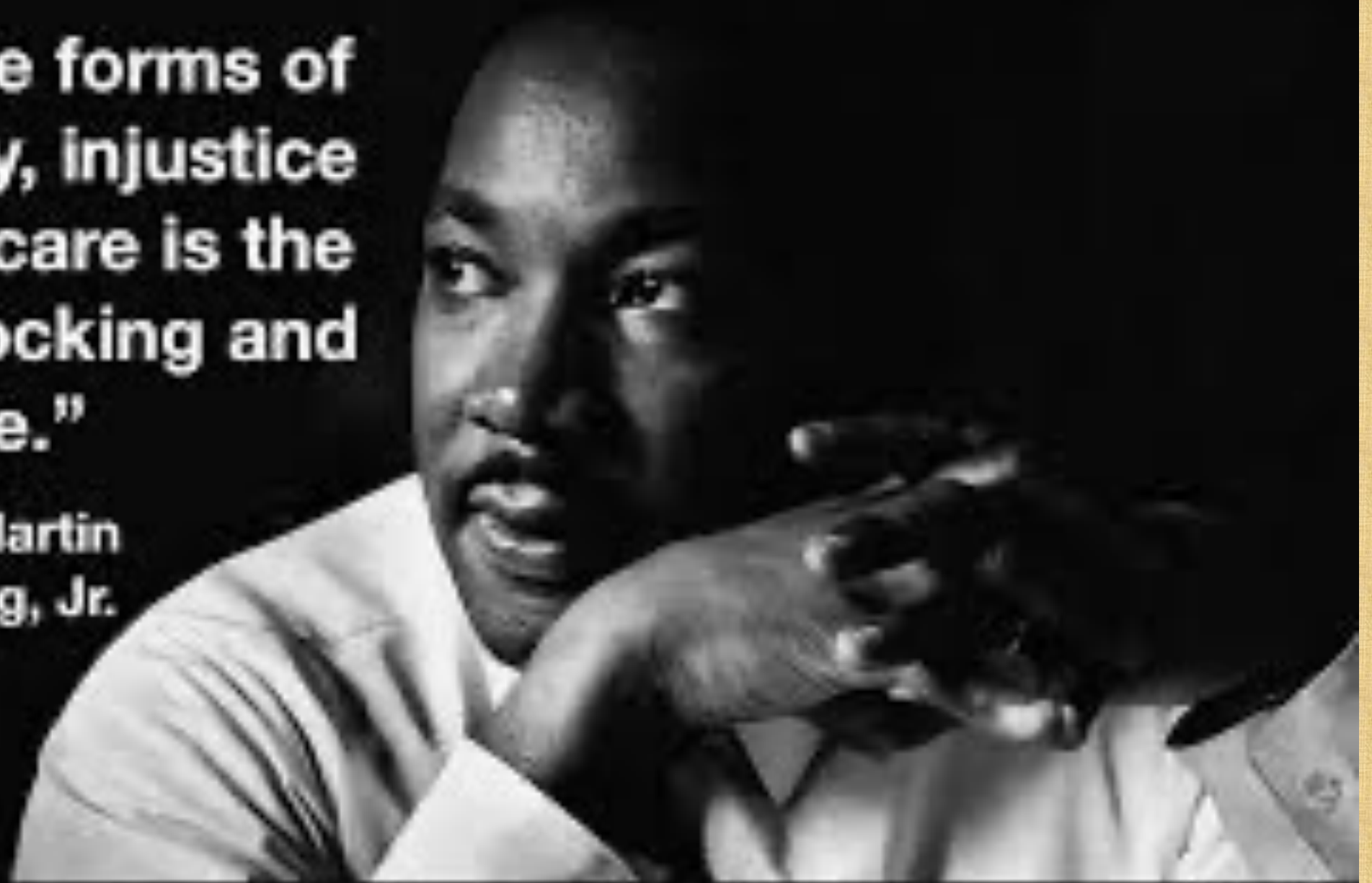


Research with Health and Equity Lens

Jerry Nutor, PhD, MS, RN
Assistant Professor
Family Health Care Nursing

“Of all the forms of inequality, injustice in healthcare is the most shocking and inhumane.”

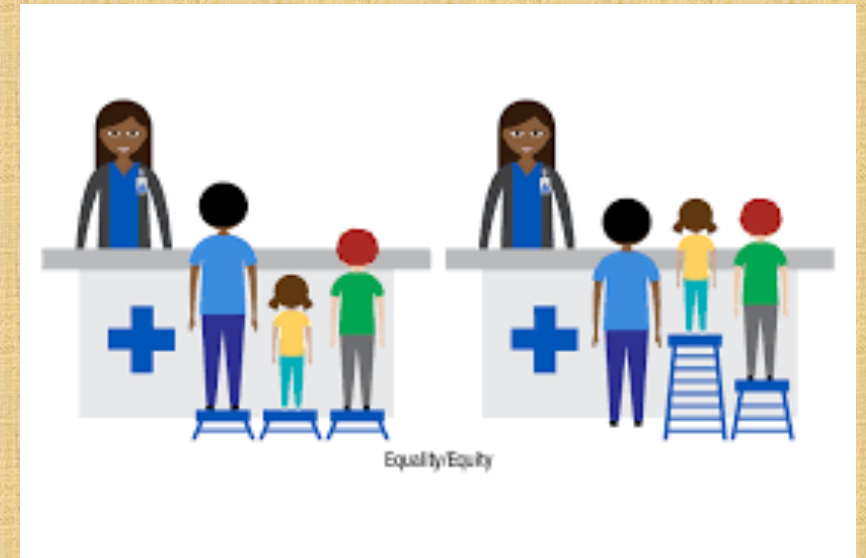
— Rev. Dr. Martin Luther King, Jr.



What is Health Equity?

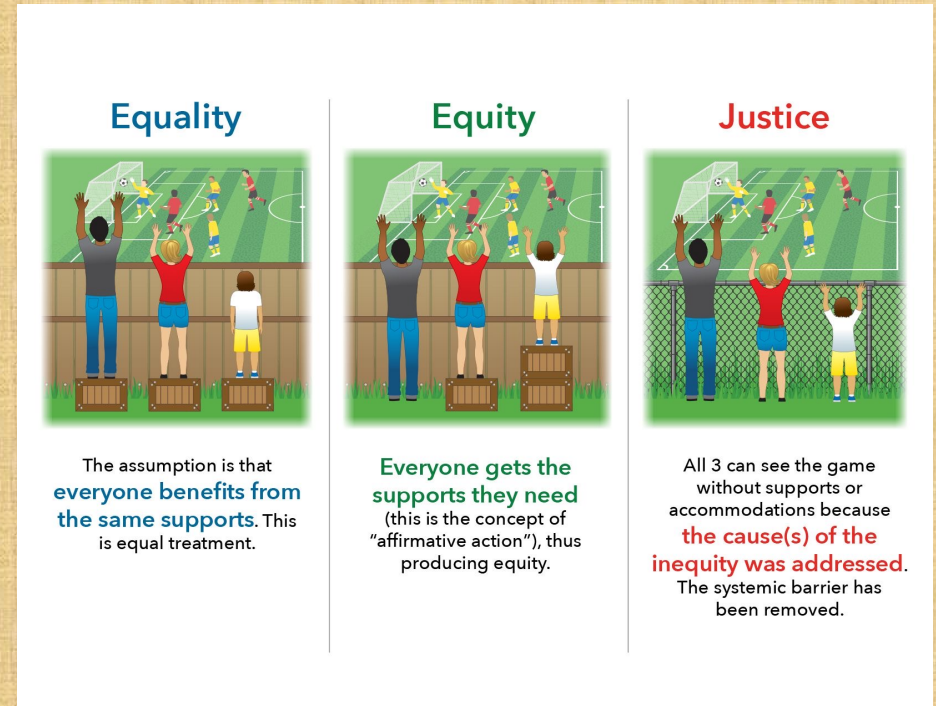
- **Health equity** is the state in which everyone has a fair and just opportunity to attain their highest level of health. Achieving this requires ongoing societal efforts to:
- Address historical and contemporary injustices;
- Overcome economic, social, and other obstacles to health and health care; and
- Eliminate preventable health disparities.

Source: CDC



Your research and scholarship

- Consider the role of population health in research and interventions
- Understand complex, multidisciplinary, multilevel, and multi-factorial interactions
- Build on community resiliency and partnerships
- Develop research and professional workforce that is diverse





Professionalism
Respect
Integrity
Diversity
Excellence



UCSF PRIDE Values

- UCSF utopia world is to attain health equity
- You are here to help attain that
- How can you do that?

Engaging in Health Equity Research



Involve the community



Advocate for the community



Educate and create awareness on the health challenges facing the community



Put the community first in promoting health equity research



Engage diverse communities



Diversity Statement

- You will be required to include your commitment to health equity during you merit and promotion packet
- This field provides the opportunity for **highlighting** your Contributions to Diversity
- Examples include:
 - Teaching, Mentoring, or University and Public Service activities that address the needs of diverse populations
 - Clinical activities for diverse patient populations
 - Efforts to advance access to education
 - Research that highlights inequalities



Internal funding opportunities to support diversity/health equity research

- Resources Allocation Fund (RAP)
- Hellman Fellowship
- Population Health and Health Equity Scholars Award
- AIDS Research Institute (ARI) Diversity Award
- John A. Watson Faculty Scholars (SOM only)
- Gaine Research Fund (SON Only)
- More!!





Nynikka Palmer, DrPH MPH
Associate 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...

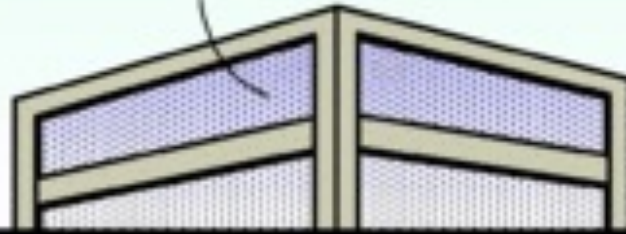


WE'RE NO LONGER
USING THE TERM
"WORK-LIFE BALANCE"
BECAUSE IT IMPLIES
THAT YOUR LIFE IS
IMPORTANT.



Dilbert.com DilbertCartoonist@gmail.com

NOW WE CALL
IT "WORK-LIFE
INTEGRATION" SO
IT'S EASIER TO MAKE
YOU WORK WHEN YOU
WOULD PREFER BEING
WITH LOVED ONES.



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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 best suits you
- 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





Take Vacation
truly “out of office”

Prioritize Your Health
Health screenings,
healthy eating habits,
exercise, meditate, etc.

Make Time
for yourself & loved ones

Ask for Help
peers, mentors, coaching,
professional help

Set Boundaries
work hours, emails,
calls/text

Let Go of Perfection
draft vs. final version

Unplug
take time to unwind

Time Management
most productive time; block
time on calendar; be
realistic; delegate

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

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

Resources

- UCSF CTSI K Scholars Program
- UCSF at ZSFG WARM Hearts (Women's Advancement & Recognition in Medicine)
- UCSF ARCHES: Advancing the Research Careers of Historically Excluded Scholars
www.archesprogram.ucsf.edu
- 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>

National Center for Faculty
Development & Diversity