

An aerial photograph of the University of California, San Francisco (UCSF) campus and the surrounding city of San Francisco. The image shows the dense urban landscape of the city, with numerous buildings and streets. In the foreground, the UCSF campus is visible, featuring several large, modern buildings. The background shows the city extending to the water, with hills and mountains in the distance. The text is overlaid on a semi-transparent white box in the center of the image.

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

UCSF Faculty Development Day, 2021

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 ZSFGH. 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



Scientific Productivity

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

UCSF Faculty Development Day, 2021

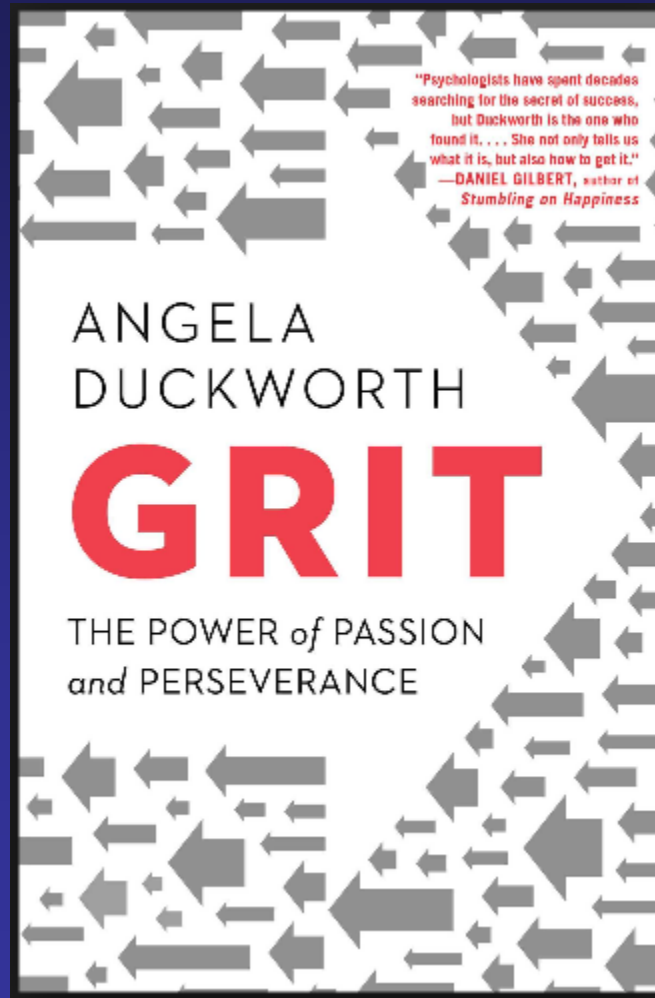
Gregory M Marcus, MD, MAS
Professor of Medicine
Division of Cardiology
University of California, San Francisco

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

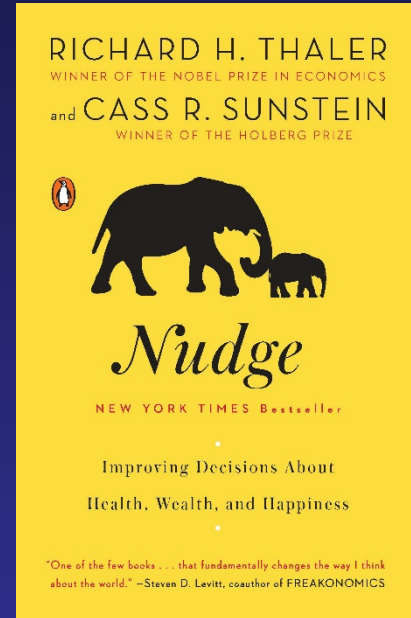
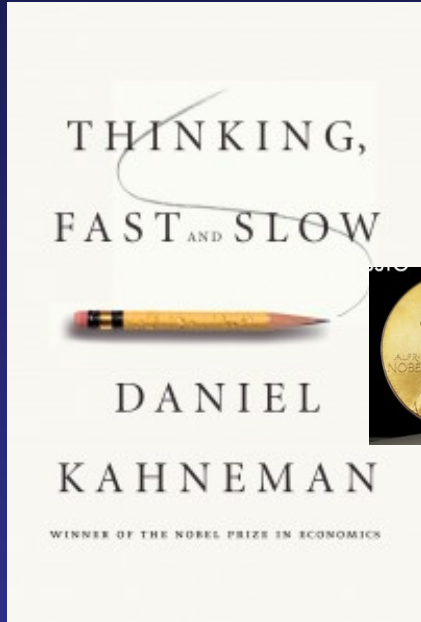
Key is Often: to Just Begin

- 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



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

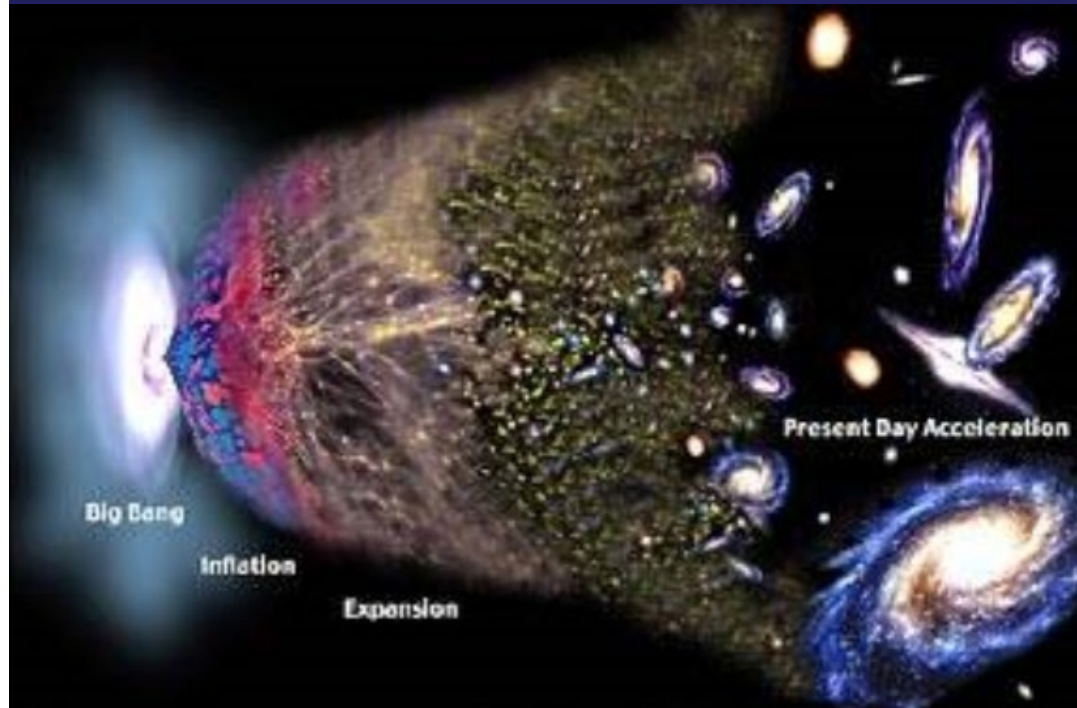


Photo: U. Montan
Brian P. Schmidt
Prize share: 1/4



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"*.





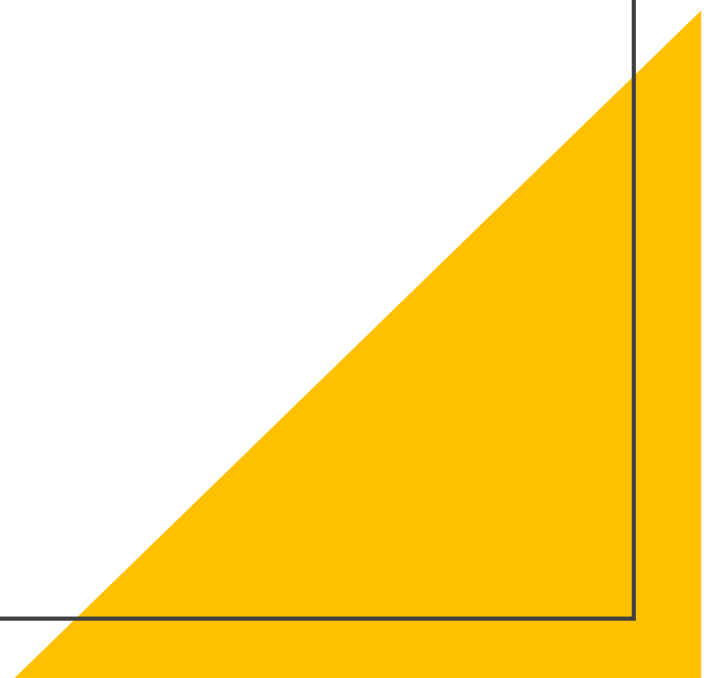
Thank You

greg.marcus@ucsf.edu

Twitter: @gregorymmarcus

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 (2016-2022)
- Tideswell Emerging Leader in Aging Fellow (2019-2021)

Associate Professor

- CADC Scholar (2020-2022)
- Pepper Center Scholar (2020-2021)

Some Lessons Learned (So Far...)



Have successful peer mentors
who are 2 years ahead of you



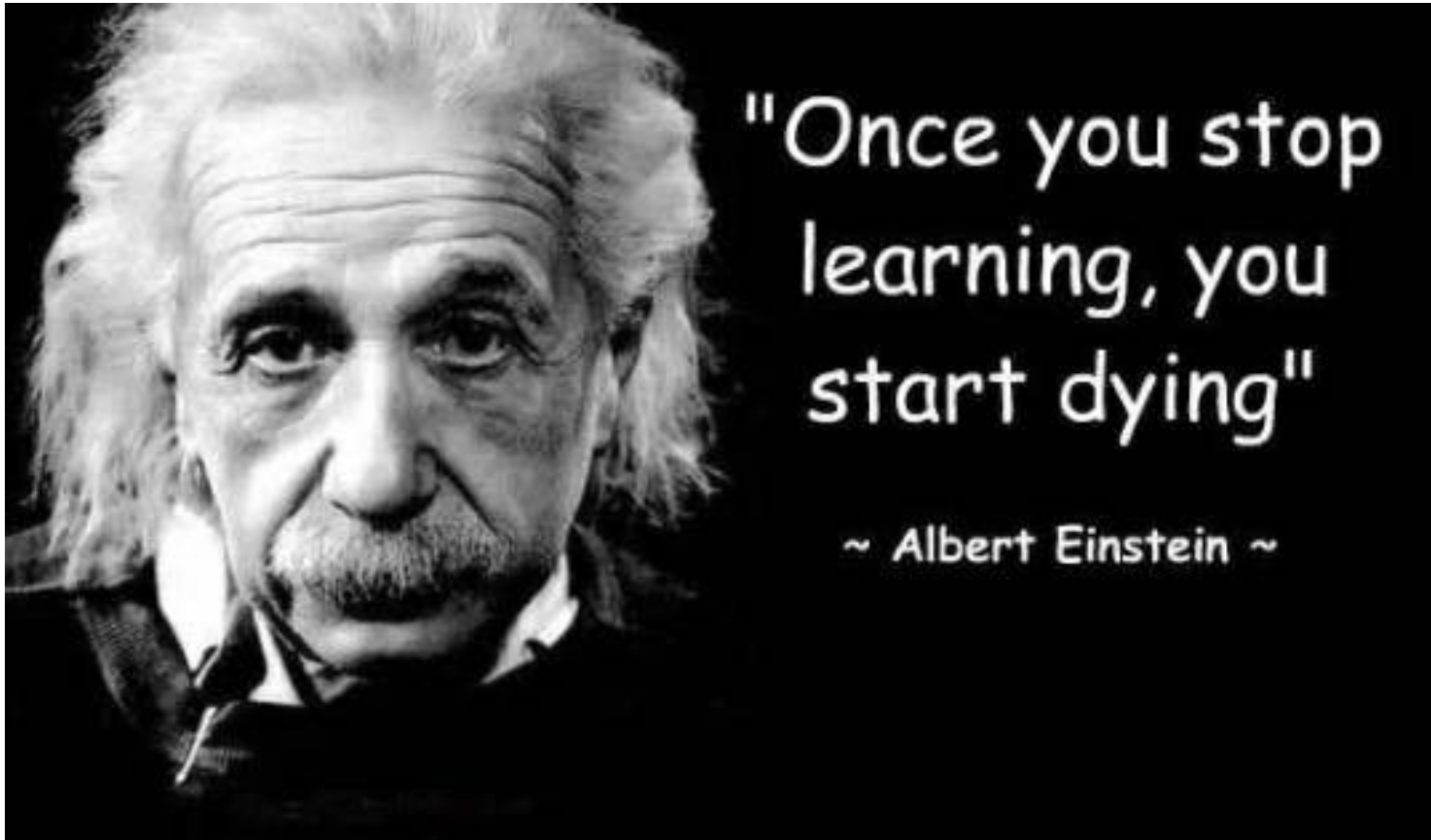
Team mentorship



Network, network, network



Pay attention to email



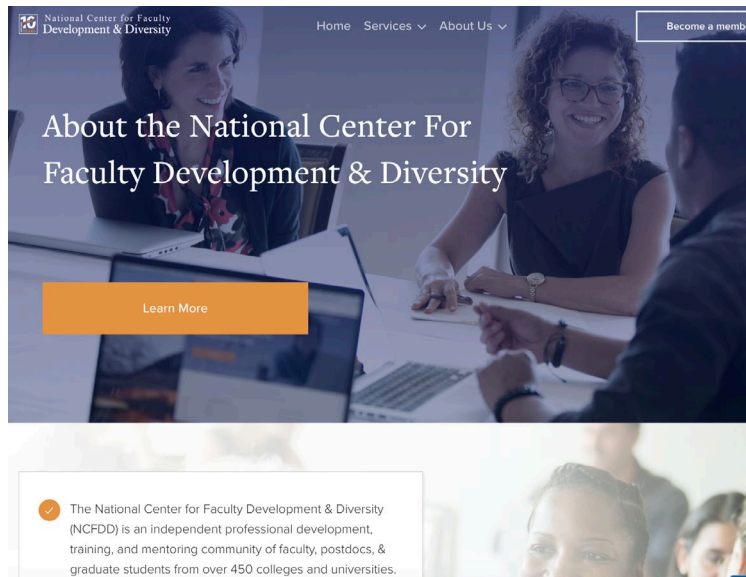
Development in
Research ~ Teaching ~
Service/Leadership

- 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.)
- 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)
-



Lo

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.



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Work in teams
& delegate

Get organized!

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fabulous career!



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**

Cho, 2011, Feldman 2010, Garman 2001, Palepu 1998, Ramana 2002, Sambunjak 2006, Sorkness 2017

What is mentoring?



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



Mentoring is comprehensive

- 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 psychosocial development of mentee

Coach, Mentor, Sponsor



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

Closure

Cultivation

Alignment

Selection

Preparing self

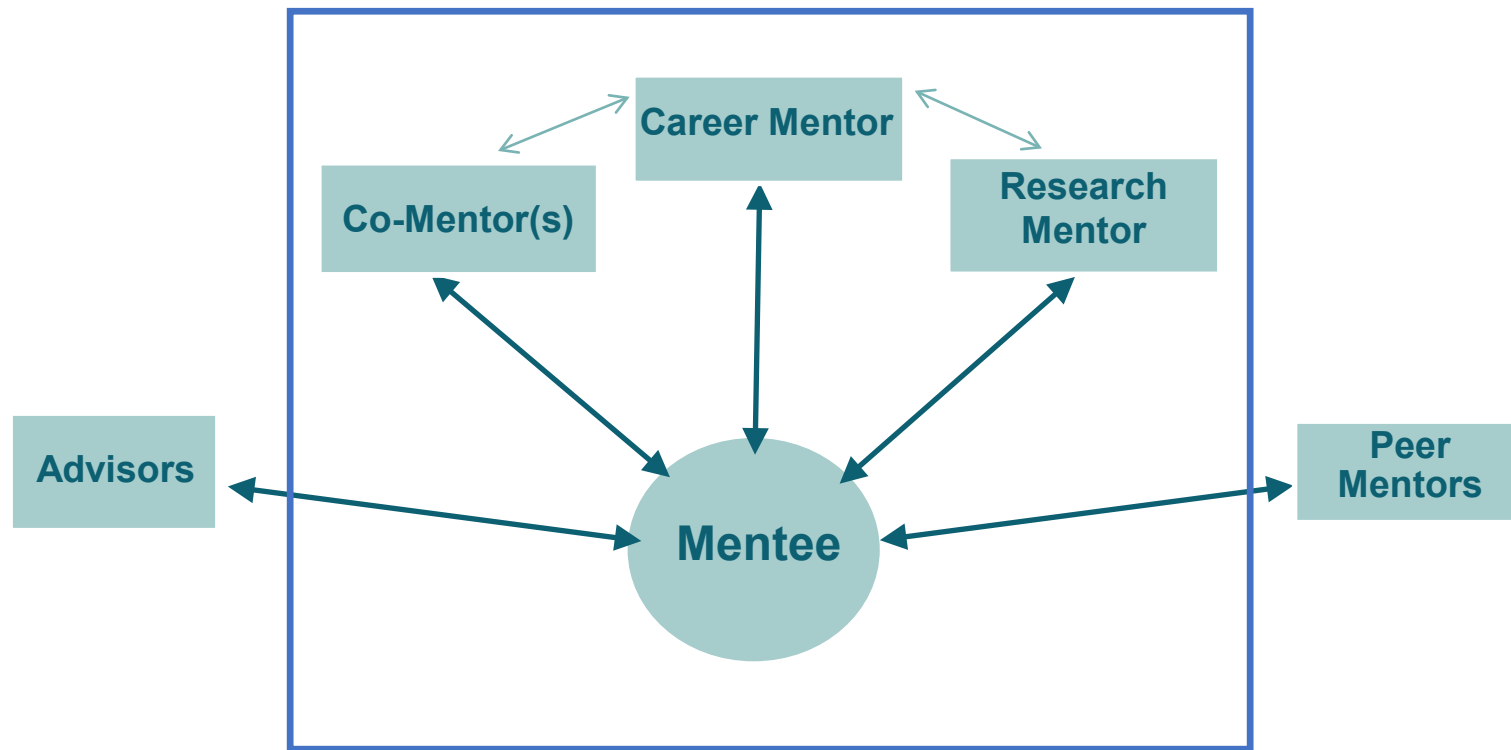


Cultivating the Mentor-Mentee Relationship

- **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

Mentoring Team



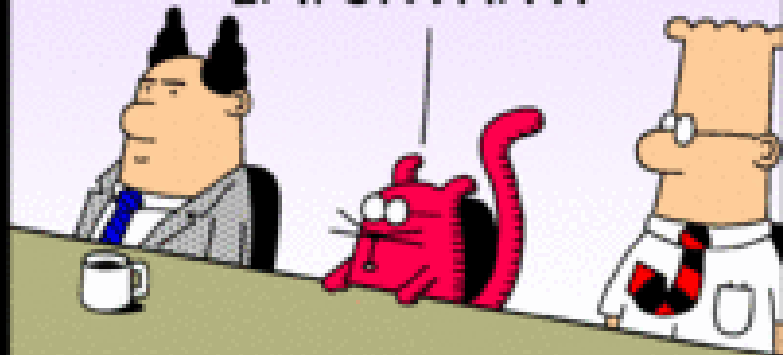
THANK
YOU





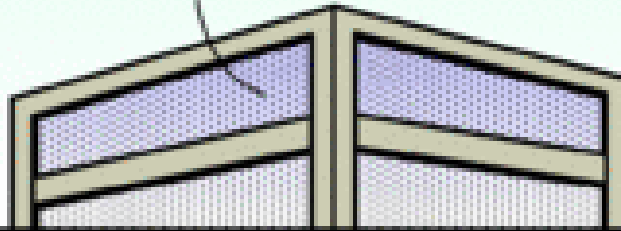
Nynikka Palmer, DrPH MPH
Assistant Professor of Medicine
Division of General Internal Medicine at ZSFG

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.



3-23-11 © 2011 Scott Adams, Inc./Dist. by UFS, Inc.

AND I'D
LIKE TO GIVE A
BIG THANKS
TO THOSE
OF YOU WHO
NEVER HAD
A LIFE.



YOU'RE
WELCOME.

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

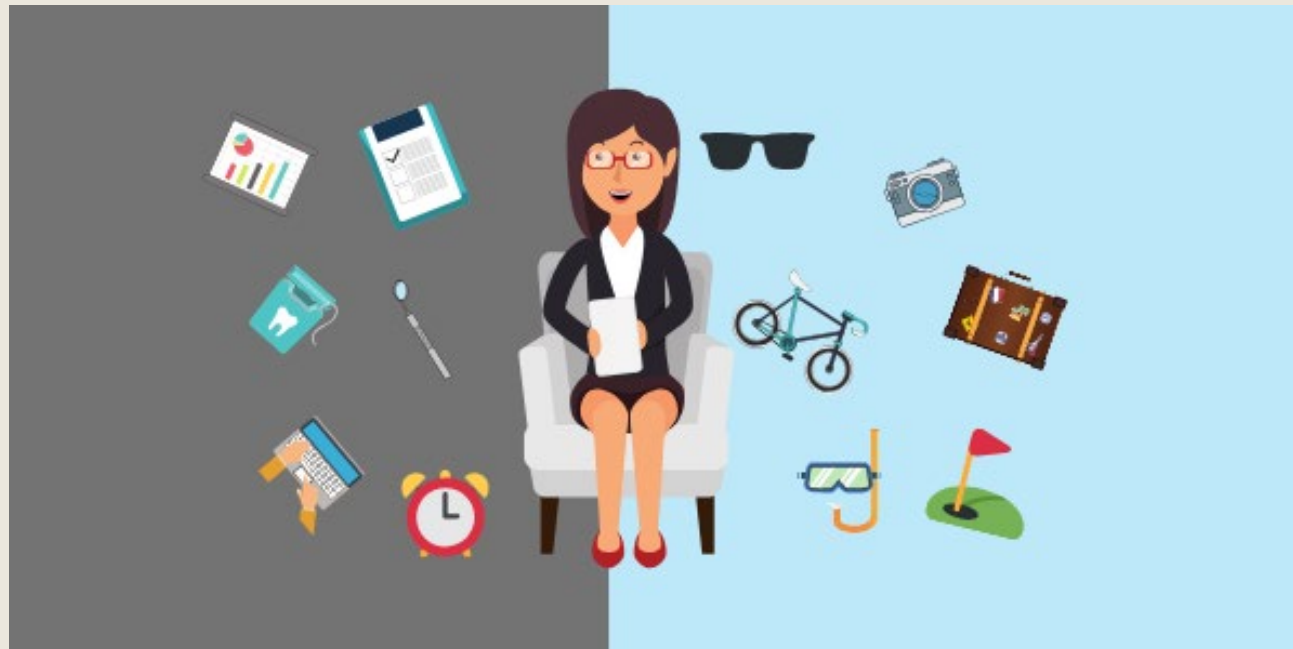


“Integration”

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



- 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
healthy eating habits,
exercise, meditate, etc.

Make Time
for yourself & loved ones

Ask for Help
peers, mentors,
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 off; 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.)