

Building Your CV

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Why build your CV?

- Clinical academic medicine
- Basic research (not)
- Academic promotion is primary reason

Multifactorial Approach- A Pentad

- Education
- Research
- Clinical excellence
- Letters of recommendation
- Administrative activity

Pentad- Multifactorial Approach- Education

- 1st in pentad reputation as a teacher
 - Developed by the people you teach- housestaff and med students
 - Evaluations of performance
 - Develop a strong reputation in teaching
 - Don't neglect the medical students- they put in evaluations and the academic appointment is through the school
- Document all teaching activity
 - Keep a teaching file
 - Continually update your CV
- Golden prize is teaching award

Education

- Scholarly teaching as documented by its impact on learners and by assessment of the teaching by learners, peers, internal or external evaluators, and oneself. Teaching awards from national and/or international organizations
- Direction and evaluation for several years of a course at the undergraduate; graduate, or CME level
- Invitations to teach in other hospitals, other medical schools, programs of professional societies, workshops or continuing medical education courses
- Invited educational consultation or collaboration with other departments at Northwell and beyond Northwell

Education

- Organization of regional, national or international CME courses that have substantive educational impact
- Success in recruiting faculty, fellows, and students to one's department from across the nation
- Effective mentorship documented by the academic progress and scholarship of mentees
- Mentorship on training grants from national funding agencies
- Teaching as a member of the faculty in a faculty development program that addresses the educational skills of other faculty (teaching skills or curriculum development skills)

Education

- Obtaining internal or external funding for scholarly educational or clinical initiatives, through grants (NIH or other organizations, Northwell sources)
- Obtaining funding for and directing a competitively awarded grant for a training program at the undergraduate, graduate or faculty level

Second in the Pentad- Research

- Research

- National recognition for scholarship in research is primarily judged by impact on the field.
- Publication is the most important avenue for achieving national recognition in one's field
- Research is essential as the promotions committee has research requirements
- Can be simple research, but has to be published in a peer reviewed journal

Research

- Case reports and reviews are weighted significantly less than original peer-reviewed publications.
- The impact of the publications and role of the faculty member in the publication (e.g., as first or last author versus co-author) are more important than the number of publications.
- However, usually a substantial number of publications will be necessary to be considered for appointment or promotion.

Research

- The publication record demonstrates national recognition in one's field by the following factors:
 - **Quality of the work** - Publications should be based on outstanding, original, and innovative research findings and/or important and novel clinical applications of basic research.
 - **Authorship** – Papers on which the faculty member is the first or senior author carry the greatest weight. Co-authored papers may be reflective of national recognition if there is evidence of the individual's pivotal role in the study.
 - **Quality of the journal** – It is essential that publications are in journals of the highest quality and impact in the candidate's area of research. Quality of the journals in which the candidate's research is published reflects peer recognition and importance of the work for the field.
 - **Citation index** – Highly cited original research papers may also demonstrate national recognition in one's field. It is recognized that more recently published articles have lower numbers of citations.

Third in Pentad- Clinical Excellence

- National recognition for excellence in clinical service or clinical program building may be reflected by:
 - Reputation as one of the nation's foremost clinicians in management of a particular disease or condition, as reflected by referrals from across the nation or national peer review
 - Leadership positions in professional societies emphasizing excellence in clinical specialties
 - Invitations to participate in clinical activities in other medical schools and hospitals
 - Service as member of or examiner for specialty board
 - Development of national or internationally recognized standards of care
 - Development of a unique or essential clinical program with national prominence
 - Development, implementation, and evaluation of model clinical programs
 - Development of clinical programs that serve patients across the state or nation, or serve as a model for programs in other states

Clinical Excellence

- Develop a local, national, international reputation
 - Local- keep track of all regional lectures
 - Grand rounds
 - Lectures for housestaff and fellows
 - Board review
 - Community talks
 - National and international are crucial
 - The only way to do this is through your societies
 - Volunteer at meetings,
 - Join networks
 - Committees
 - Any teaching activities at national meetings volunteer immediately
 - An example: ultrasound courses at meetings and at national level
 - Very helpful to our faculty

Clinical Excellence

- Excellence in clinical service may also be documented by:
 - Being identified by peers or trainees as a role model of professionalism in clinical practice
 - Patient volumes
 - Introduction and evaluation of new, innovative approaches locally
 - Referrals from within and beyond the your institution
 - Subspecialty certification
 - Service as examiner for a specialty board

Fourth in the Pentad

- Letters of recommendation
 - Need between 3-5 outside your system at a level above yours
 - Get to know people at national meetings
 - Network with colleagues
 - Collaborate on multi-center trials
 - Offer to be a visiting speaker at other systems
 - For candidates applying for Associate Professor, all referees must be Associate Professors or Professors at their institutions. Referees must be able to speak to your regional reputation of excellence.
 - For candidates applying for Professor, all referees must be Professors at their institutions. Referees must be able to speak to your national/international reputation of excellence.
 - No more than two referees can be mentors.
 - Referees cannot be employed by Northwell Health, Hofstra University, or have a faculty appointment at the Zucker School of Medicine.
 - Network, network, network!

Fifth in the Pentad- Administrative Activity

- Administrative activity
 - Committees- both hospital and for national organizations
 - SOM committees
 - Quality review committees
 - Steering committees
 - Editorial boards
- Appointment as Division Chief, Section Chair, Heads of Centers of Excellence, Clinical Program Leader
- Leader of relevant medical societies

Don't Forget

- Industry sponsored trials
 - Publications associated from these are vital
 - Principal Investigator bears most weight academically
 - Protocol design
- Honors and awards
- List your mentees on your CV

Potential Pitfalls in building your CV

- Too much service effort
 - As an assistant professor, some service effort is important, as you want to demonstrate that you are a “team player” and committed to the department and institutional missions.
 - Too many service obligations can interfere with establishing a trajectory toward the successful award of tenure and/or promotion, particularly for women and minority group members.
- Diffusion and confusion
 - Without guidance of some sort, the typical junior faculty member hasn’t a clue as to what is or isn’t a priority.
 - No school has a comprehensive faculty development system.” The “tyranny of the urgent” sets priorities on a day-to-day basis while a “conspiracy of interruptions” ensures that the junior faculty member delays establishing a clear plan for the future.

Pitfalls

- Lack of mentoring or guidance
 - Multiple mentors may be needed to span the diversity of job demands in academic medicine
- Exploitation by other faculty members
 - Being saddled with the “grunt work”
 - Having a mentor that is exploiting you
 - Having a mentor that has a vision for you that is different than your own
- Lack of discipline and perseverance
 - Not exercising discipline and perseverance in the pursuit of funding, improved teaching, and development of manuscripts
 - It is typical for a new faculty member to receive mediocre teaching evaluation scores the first time he or she offers a lecture or course.
 - It is the same with the development of a manuscript. It may require several iterations before it is publishable. Don't give up!

Resources

- Zucker School of Medicine at Hofstra/Northwell promotions requirements: <https://medicine.hofstra.edu/faculty/promotions.html>
- My email: mnarasimhan@northwell.edu