

# Perspectives



FROM THE OFFICE OF FACULTY DEVELOPMENT

Children's Hospital Boston

## 2005 Promotion Seminars - New Strategies for Success

We greatly appreciate our excellent promotion seminar faculty: Drs. Mary Clark, Don Goldmann, Gerry Healy, Lou Kunkel, Fred Lovejoy, and Jane Newburger. The Office of Faculty Development has culled the salient tips from our annual series. Following is an abbreviated Tips list for Clinician Teacher criteria. In a future issue, we will provide the Investigator criteria tips, or write [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu).

### Clinician Teacher Criteria

- Create a niche, develop a focus
- Have a good mentor. Develop evidence of independence over time. A mentor can facilitate introductions, suggest you for lectures and committees and report your success to chair.
- Be a good mentor and delegate appropriately; critical as proceed
- Document concrete evidence of contributions; teaching evaluations and awards; names of mentees and potential references.
- Keep Department and Division Chairs aware of your progress.
- Be a good citizen, be diplomatic, and avoid making enemies.
- Update CV as soon as possible after every talk, paper, or other achievement. Review CV with other Teacher Clinician faculty.
- Arrange for invitations to speak at strategic venues, national and international: lectures, grand rounds, abstracts.



*Dr. Jean Emans discusses promotion on the clinician teacher track during a recent OFD workshop*

- Seek positions on national and/regional committees, increasing your leadership role.
- Cultivate national, international contacts, national committees, and Boards. Ask to be introduced.
- Develop your HMS role, student or resident teaching.

*(continued on page 2)*

## Kudos to Children's Hospital Faculty and Fellows/ Career Development Awards

The Office of Faculty Development, in co-sponsorship with the Clinical Research Executive Committee (CREC) and the Basic Science Research Executive Committee (BSREC), proudly announce the recipients of the 2005 Career Development Awards. These fellowships are awarded to junior faculty and research fellows who demonstrate promise in their scientific research and who have increasing family responsibilities or who are underrepresented minorities

### Faculty:

**Kate Ackerman, MD, Instructor in Pediatrics, HMS**  
Division of Emergency Medicine, CHB  
*Role of retinoic acid in Fog2 mediated lung and diaphragm development*

**Carmen Barnés, PhD, Instructor in Surgery, HMS**  
Vascular Research Program, CHB  
*Molecular profiling of infantile hemangioma: similarities with placenta*

### Post-doctoral Fellows:

**Kimberley Tolia, PhD Neuroscience Division, CHB**  
*Molecular mechanisms of activity-dependent synapse development and plasticity*

**Xin Zeng, PhD, Neuroscience Division, CHB**  
*Understanding the mechanism of Wnt coreceptor phosphorylation and activation*

## Eleanor and Miles Shore HMS 50<sup>th</sup> Anniversary Scholars in Medicine Awards

### Priscilla and Richard Hunt Fellowship

**Jianrong Li, PhD, Instructor in Neurology, HMS**  
Department of Neurology, CHB

### Children's Hospital Pathology Foundation Fellowship

**Theonia K. Boyd, MD, Assistant Professor of Pathology, HMS**  
Department of Pathology, CHB

### Robert M. Smith, MD, Anesthesiology Faculty Development Award

**Constance Houck, MD, Assistant Professor of Anaesthesia, HMS**  
Department of Anaesthesia, CHB

### Morgan-Zinsser Fellow of the Academy (Academy at HMS)

**Elizabeth Doherty, MD, Instructor in Pediatrics, HMS**  
Division of Newborn Medicine, CHB

*(see additional Kudos on p. 3)*

## Director's Perspectives . . .

S. Jean Emans, MD

We look forward to 2006, with new programs and a new and improved website, which will be available from both the intranet and internet. We will send the link to all our faculty; please bookmark the page for easy reference. Resolve to get your clinical or basic science funded and register for one of our workshops in January and February (see page 3). Equally as important, attend one of our lunch sessions designed to offer problem-solving strategies for your busy professional and personal lives. Lastly, please take a moment to congratulate the distinguished faculty who received one of the awards noted on pages 1 and 3.

Jean

## OFD and Research Administration Present New Workshops on Grant Preparation

This fall, OFD partnered with Research Administration to present two new workshops for junior faculty. Both sessions were moderated by Jean Emans, MD, OFD Faculty Director, and facilitated by Wendy Koff, Training Specialist, Research Administration. Following are summaries of these well-received sessions, which we hope to repeat annually.

### Preparing an NIH Budget – October 25, 2005 – Presented by Liam O’Connor, Senior Grant Officer

Designed for junior faculty who might be baffled by some of the terms and inquiries that compose an NIH budget, this workshop helped grant writers get over their fears of “fringe benefits” (health insurance, social security, etc of grant personnel), qualifications for paid consultants (non CHB staff), and the specific criteria for drafting both a PHS 398 standard and modular budget.

Senior Grant Officer Liam O’Connor provided succinct definitions of NIH terms and assured grant writers that they can receive support from the Office of Sponsored Programs in all steps of the budgetary planning process.

Noting that, for the personnel section, investigators need to detail the name, role, percentage effort, salary and fringe on the project, Mr. O’Connor pointed out that they must also consider whether this same level of effort will be consistent over time or if new positions will be created. Allowable equipment costs have changed to “greater than \$5000,”

and depending upon other criteria, items may be considered under “supplies.” He also differentiated that patient care does not include parking vouchers or meal vouchers but these can be considered as “other” costs. Patient care costs are tests or procedures performed solely for the study and are provided at a specific discounted rate. Investigators should consult OSP for assistance with these calculations.

Modular budgets are for applications requesting \$250,000 or less (direct costs only) in increments (or modules) of \$25,000 and generate ballpark figures for a specialized peer review group. While usually funded at the same level for all years, the unexpended funds can be carried forward into

following years. Even though not required by NIH for the abbreviated modular budget, investigators should always provide OSP with a detailed budget to allow scrutiny of all categories so nothing is missed and the modular budget level requested is adequate. The detailed budget is also used by OSP and the investigator to justify all requests, particularly those that might seem unusual to the grant reviewer. He noted that this internal budget is not nearly as complex as what is typically submitted for budget justifications using the PHS 398 form page 4. To see budget templates, check the OSP intranet by following these links: CHB Intranet > Research > Office of Sponsored Programs > NIH Forms and Templates.

### Navigating the Grant Submission Process: Role of the Green Sheet – October 17, 2005 Presented by James Sciandra, Manager of the Office of Sponsored Programs

James Sciandra, Manager of the Office of Sponsored Programs, introduced faculty to the function of the CHB Proposal Summary and Approval Form, commonly referred to as the “green sheet”, an internal CHB form that documents a research grant’s institutional commitments and protocol compliance requirements. The foremost importance of the green sheet is to ensure that the research program and CHB resources are congruent. After all, no investigator wants to be in the position of having “1000 mice and no space for them.”

As the investigator and department coordinate budget requirements, subcontracts, protocol approvals, and the research proposal, this information is captured on the CHB green sheet which serves as a check sheet and sign off form and is now available online. Original signatures still need to be obtained but in the future the version will be an electronic submission. Following the completion of the green sheet, the Office of Sponsored Research communicates with the investigator regarding any necessary needs or further documentation. It is vital to a research proposal that the PI has discussed the project’s scope and direction with her/his Department Chief. The Chief generally allocates existing laboratory or clinical space or, if needed, requests institutional resources. All personnel need to fully understand their responsibilities. For questions concerning use of laboratory animals, faculty are encouraged to contact Denise Lind of the Animal Protocol Support and Assurance Committee (4-2713). For the

questions about participation of human subjects in protocols, Christina DiTomasso of the Committee on Clinical Investigations (5-7052) can respond to any concerns. Each Department has an OSP grants officer assigned, and OSP can be contacted to set up appointments with the appropriate person.

**Liam O’Connor, 4-2734**  
**James Sciandra, 4-2723**  
**James Volcker, 4-2729**  
**Howard Steinberg, 4-2735**  
**Wendy Koff, Training Specialist, 4-2514**

### Promotion by Clinician Teacher Criteria

(continued from page 1)

- *Measure* your clinical success. Did you establish and grow a clinic, develop innovative protocols, increase referrals, broaden patient population, or increase patient satisfaction?
- Negotiate early first- or last-author position on papers. Try to avoid presence of mentor as last author on every paper. When middle author or collaboration is important, document clearly.
- Write chapters/reviews in best books and/or edit books. Express interest in editorial boards of leading journals, moving from ad hoc reviewer to editor or associate editor, as you progress.
- Convert civic duty into papers such as clinical practice guidelines (CPGs) or national guidelines.
- Write about clinical area of expertise and/or education. Also consider CPGs, videos, syllabi, and computer offerings.

### OFD Advisory Committee

Nancy Andrews, MD, PhD  
Elizabeth Armstrong, PhD  
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Michael Shannon, MD  
George Taylor, MD  
Susan Waisbren, PhD

Looking for an off-beat mystery series that will keep you alert and your wit sharp as the days get shorter and darker? You might try the *Maisie Dobbs* books which are a potent synthesis of historical drama, medical history, detective story, and psychological thriller. Set in Britain in the decades immediately following World War I, the series covers some of the era's medical discoveries, including plastic surgery, post traumatic stress syndrome (not named as such, but evident to the community), and the Pilates method of physical therapy. Jacqueline Winspear deftly sketches both a shadowed London, grappling with the legacy of wounded soldiers and conflicting views on the past, and an emergent counterforce in the creation of her heroine, Maisie Dobbs, Psychologist and Investigator. As the series is somewhat old-fashioned in its style of expression, Maisie is presented as a role model, rising from her working class origin through mental discipline, collaboration with an excellent mentor, and her own tireless search for knowledge. Going deeper in the series, however, in *Birds of a Feather*, you will find that Maisie's own post traumatic stress becomes subtly apparent.

*Maisie Dobbs* (2004), Penguin Books

*Birds of a Feather* (2004), Penguin Books

*Pardonable Lies* (2005), Henry Holt and Company

Author: Jacqueline Winspear

### Upcoming OFD Workshops

To register, contact [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu); watch your email for course content and details!

#### What Every Investigator Needs to Know about the CHB Committee on Clinical Investigation (CCI)

Tuesday, December 13, 12 – 1 PM, Karp 8 Conference Room  
Susan Kornetsky, with Drs. Susan Waisbren and Lydia Shrier

#### Getting Funded Through the K Series

Presented by Issac Kohane, MD, PhD  
Tuesday, January 3, 12 – 1:30 PM, Enders Auditorium

#### Martin Luther King, Jr. Annual Celebration Breakfast

Thursday, January 12, 8 – 9 AM, Karp 8 Conference Room

#### Basic Financial Planning Seminar (presented by Wellesley Financial Group)

Tuesday, January 17, Enders Auditorium

#### Career and Family Network Luncheon

January 30, 12 - 1 PM, Karp 8 Conference Room  
Hosted by Drs. Lydia Shrier and Jenifer Lightdale

#### Office of Fellowship Training - Basic Science Funding Co-sponsored by the Office of Faculty Development

Tuesday, February 7, 12 – 1:30 PM, Enders Auditorium  
Presented by Jordan Kreidberg, MD, PhD

### Kudos to Children's Faculty (continued from p. 1):

**Zhigang He, PhD, BM**, is the co-recipient of the 2005 Ameritec Prize for research that potentially will lead to a cure for paralysis.

**Gerald Healy, MD**, was elected chair of the American College of Surgeons' Board of Regents.

**Hannah Kinney, MD**, received the Distinguished Service Award at the First Candle/SIDS Alliance 2005 Windflower Ball for her work in infant sleep patterns and SIDS (Sudden Infant Death Syndrome).

**Stuart Orkin, MD**, received the Association of American Medical Colleges Award for Distinguished Research in Biomedical Sciences for participation in blood disorder research and medical education.

**Leonard Zon, MD**, was elected to the Institute of Medicine for his contributions to stem cell research and his willingness to address the challenging issues in a new field.

### Jeannette Perez-Rossello, MD, Awarded 2006 Partnership Fellowship

Dr. Perez-Rossello, Instructor in Radiology, has been awarded the Children's Hospital 2006 Partnership Fellowship.

Dr. Perez-Rossello was selected because of her strong commitment to both medical innovation and community outreach through her diagnosis of child abuse victims by extra-sensitive musculoskeletal imaging. Currently the Co-Director of Outpatient Radiology Services, she participates on the Workflow, Quality Assurance, Outpatient Facilities Planning, and Applications Maximizing Patient Safety Committees. In 2004, she was appointed to the Child Abuse Committee of The Society of Pediatric Radiology.

The Partnership, Inc. is a Boston-based organization committed to workplace diversity and inclusion, providing guidance and relationships for professionals of color through one-to-one consultation and leadership programs. These programs, forums, and conferences address every stage of development — from early to senior-level management. Drs. Valerie Ward and Suzette Oyeku were Children's Hospital Partnership Fellows in 2003 and 2004, respectively.



Dr. Jeannette Perez-Rossello

### Martin Luther King, Jr. Breakfast Celebration

Thursday, January 12, 8 – 9 AM, Karp 8 Conference Room

“Everybody can be great, because everybody can serve.” – Dr. Martin Luther King, Jr.

Dr. Martin Luther King, Jr. spent his lifetime organizing communities, fighting injustice, and dreaming of a better society; his call for community service is now integrated into the spirit of our culture and how we celebrate his holiday. Please join the Office of Faculty Development for a special breakfast on Thursday, January 12 to commemorate MLK and to honor faculty who emulate his commitment. We will highlight the achievements of two faculty members: Dr. Jessica Henderson Daniel, faculty host of the 2006 annual CHB Martin Luther King, Jr. Celebration and leader for the *Booking It In the Waiting Room* project, which provides free literature to Children's patients in Adolescent Medicine, and Dr. Jeannette Perez-Rossello, 2006 recipient of the CHB Partnership Fellowship.

**Introduction to Clinical Research Course:** Tuesday, March 14, 2006 through Friday, March 17, 2006, from 8:00am to 12:30pm. Sponsored by the Clinical Research Program and the General Clinical Research Center, this course introduces junior clinical investigators to key principles of clinical research and provides an initial orientation to clinical research methods. Enrollment is limited. Application and details are located on the Clinical Research Program website, Education section or call 355-2463, [crp@childrens.harvard.edu](mailto:crp@childrens.harvard.edu)

## Time Out with . . .

Lydia-“Not-the-Famous-Chef”-Shrier

### Full Moon Restaurant

In keeping with this publication's outreach to faculty with young families, I took a trip across the river to check out **Full Moon Restaurant** (344 Huron Ave., Cambridge, 617-354-6699), a dining establishment offering kids their favorite foods and a play space in which to keep entertained while their parents enjoy good grown-up food. With husband and toddler in tow, I arrived at 5:45 pm to find the place packed and noisy. However, we were immediately seated and found the service prompt and friendly. The menu was eclectic, ranging from hummus, marinated olives and grilled pita to nachos with house-made tortilla chips, black beans, cheddar, sour cream and pico de gallo to grilled chicken breasts with lemon butter, arugula, and garlic potatoes. Beer and wine are served. Our son blissfully occupied with crayons and the paper on the table, we started our meal with 2 large green salads, one with grilled pear and blue cheese (\$8.50), the other with grilled squid and roasted pepper salsa (\$9.95). Before we could finish these, the waitstaff arrived with our entrees, normally considered rude service, but in this case much appreciated alacrity given the young age of our dining companion. I tried to enjoy the pan-roasted salmon, roasted pepper-caper salsa, half avocado stuffed with crab salad, greens & garlic bruschetta (\$18.95), but my son must have eaten 2/3 of it! (If he hadn't, there were several options on the kiddie menu.) My husband devoured the chipotle carne asada, a grilled spiced beef tenderloin with beans, pico de gallo, avocado, sour cream & tortillas (\$17.95). Out of obligation to my readers, we indulged in 2 desserts (\$4.95), the highly recommended, incredibly rich chocolate pudding cake topped with fresh whipped cream, and the (firm) pear crisp accompanied by vanilla ice cream. In the small restaurant, we easily bounced from our table to the dedicated play area, replete with train set, play kitchen, toys, and books. The unisex bathrooms were conveniently outfitted with changing tables, making this an easy dining experience with a child in diapers. Amusingly but not unexpectedly, the place had cleared out by 6:45 pm! If you want to eat out with your children, but you are sick of Chuck E Cheese and aren't up to the challenge of managing food, entertainment, and diapers in a “grown-up” restaurant, consider Full Moon, open for lunch 11:30 am - 2:30 pm M-F, dinner 5-9 pm every day, and brunch 9 am - 2:30 pm on the weekends.

## Rx Leisurely Learning

by Jill Dobriner

### Buddhist Temple Room

### Museum of Fine Arts

For hours, maps, and directions, see <http://www.mfa.org>

Sometimes the discovery of a parallel universe will re-orient your perspective. Located just a few blocks from the Longwood Medical Area, the Museum of Fine Arts' Buddhist Temple Room is both a retreat and a stimulus to all finders.

The 2nd floor sanctuary is always slightly darkened and still, with enough room to collect your thoughts and the contrary sense that you have also stepped outside of your familiar world into a heightened atmosphere of history and spirituality. Developed by collectors in the late 19th Century, the room is loosely modeled on an 8th Century Japanese Buddhist monastery, with a Buddha figure and accompanying guardians in an enclosed alter space. Nearby galleries of the MFA's Asian collection feature Japanese, Chinese, and Indian images of the Buddha (the deity equated with humility, goodness, and simple living) and bodhisattvas (humans who devote themselves to compassionate missions, yet situate themselves centrally in society). When daily routines loom large, the sculptures' peaceful poses, quiet gestures, and soft expressions can appear an almost deliberate antidote to urban stress.

## Perspectives

### *Perspectives*

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