

Career Advancement Plan for Junior Faculty – November 1, 2013¹

- I. What are my career objectives?
 - a. Primary researcher
 - b. Mix of research and clinical care
 - c. Primarily clinical with research as a collaborator
 - d. Clinical care with education as academic scholarship focus
 - e. Other

- II. Does my current position align with my career objective?
 - a. In what ways does my current position align well with my career objective with respect to time available, resources available, department/division expectations for me compared to my objectives, anticipated distribution of effort compared to expected or assigned distribution of effort, etc.

 - b. In what ways does my current position not align with my career objectives?

 - c. If alignment is not as good as it could be, what changes are needed and how can I move toward achieving those changes?

 - d. What barriers or hurdles do I currently see to achieving my career objectives?

- III. Self-Assessment – aligned with the level of research or education contribution/scholarship desired
 - a. Where am I now (how would someone else view me) with respect to my:
 - i. Accomplishments to date – both quantity and quality compared to someone else at my stage of training

 - ii. Skills – self-assessment of skills needed to excel in your field, consider how others might immediately assess you based on the degrees you hold (e.g. PhD, MD, MPH etc.)

 - iii. Publications – contribute to i. and ii. above but broken out as discrete assessment
 1. List each publication being worked on now – including title, authors and status (choose from – still collecting data, data collected but no writing yet, data collected and start writing, well along in writing, almost ready to go), target date for submission, current limitations to completion (choose from – data acquisition, time to write, what to write not yet clear, where to submit, waiting for co-authors, other)

 - iv. Mentors and mentoring – Assess the ways in which you are and are not currently receiving the mentoring you feel you need. You **MUST** be specific – mentoring to help you do what, be what, accomplish what. Generic need for ‘mentoring’ is not a useful expression. What do you need to do to lead the way towards your own career development and who knows how best to facilitate your progress? (This could be more than one person)

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- v. Grant-seeking activities – To what degree do you need to seek funding for your research and/or other scholarly activity? If you need to seek funding, what do you need it for – i.e. protected time, hiring others to work on your research, supplies, etc.? How skilled are you in knowing where you can obtain the funding you need and how to write the kinds of proposals they expect? To what extent does your track record to date position you to be a research collaborator vs. someone who can lead research?

IV. Plan for the next **12 months**

- a. Research or other scholarly productivity – be very specific in listing exactly what you feel you need and want to accomplish in the next 12 months
 - i. WHY have you chosen these as your objectives? What will they add to your efforts to achieve your career goal? (e.g. – needed for publication, needed for planned grant submission, improving apparent productivity BEFORE applying for grant, etc.)
 - ii. What challenges or barriers, if any, are there to you achieving these research or scholarship goals?
 - iii. What will happen if you don't achieve them in the next 12 months?
 - iv. Are these goals realistic?
- b. Publications
 - i. WHY have you chosen these publications as your objectives? What will they add to your efforts to achieve your career goal? (e.g. – needed for planned grant submission, improving apparent productivity BEFORE applying for grant, etc.)
 - ii. What challenges or barriers, if any, are there to you submitting these publications with the next 12 months?
 - iii. What will happen if you don't submit them in the next 12 months?
- c. Training
 - i. What, if any, new research technique or skill are you working on?
 - ii. What other professional skills do you need to further develop in the next 12 months?
 - iii. Why are these important to work on now? What will they enable you to do or be in the future?
- d. Mentoring
 - i. What specifically do I need from mentors over the next 12 months?
 - ii. How can I take the lead and responsibility to make sure my mentors know what I would like from them and how I will guide the processes to make it happen?
 - iii. Who am I mentoring? How much time am I committing to mentoring and is it a reasonable amount given the other demands on my time? (Consider both those more junior than you as well as peers. Mentoring is a valuable resource that should become a component of every faculty member's professional activity. Who can you help and how?)

- e. Networking
 - i. What do you need to work on to improve or expand the size and quality of your professional network?

- f. Grant-seeking
 - i. Is seeking funding critical for you in the next year or should you focus your time on getting data or other pre-requisites to seeking funding? Do you have sufficient protected time or should you try to negotiate for more to enable a jump-start?

 - ii. Is your the publication record what grant reviewers would expect to see?

 - iii. Do you have preliminary data and clear research questions/hypotheses necessary to prepare a proposal?
 - iv. Do you know the type of grant that is best for you to apply for this year?

 - v. Do you have collaborators lined up who will be essential to any grant application?

V. Plan for the next **3 years**

- a. What do you need and want to accomplish by the end of the next 3 years to position you to be on target to achieving your career objectives?

- b. What are you doing now that may detract from that goal?

- c. What are the milestones you will need to meet by the end of year 2 and year 3? Be very specific – e.g. numbers and types of publications including authorship role such a first author, presentations at meetings, new research techniques, new research collaborations, grants submitted, etc.

- d. What will happen if you do not meet these milestones?

- e. What assistance or help do you need in meeting them, and how do you plan to get that assistance?

- f. What are the biggest challenges or issue I face on a regular basis that deflect me from making progress toward my objectives? (e.g. – time management, competing time demands, procrastination, insufficient quantity or quality of time from mentors, etc.). How can I address them?

- g. What are your plans for submitting grants over the next 3 years, considering the same questions posed in the 1-year plan?