Research Council
January 6, 2014

- Please open all wrapped or sealed items in your lunch before the presentations begin.
- Please silence your cell phones & pagers. Thank you!
Changes to the IACUC Animal Training Program
Effective January 6, 2014

The 'Guide' indicates that an institution should minimally provide training in animal care and use legislation, IACUC function, ethics of animal use and the concepts of the Three Rs, methods for reporting concerns about animal use, occupational health and safety issues pertaining to animals use, animal handling, aseptic surgical techniques, anesthesia and analgesia and euthanasia.
Existing IACUC Animal Training Program

- IACUC and CCM training have been co-mingled
- Steps to get on protocol and gain facility access:
  1. Occupational Health Clearance
  2. CCM Orientation Lecture
  3. CCM Facility Orientation Quiz
  4. Add to IACUC protocol by Amendment
  5. Request CCM Animal Facility Access
  6. Attend CCM Facility Tour
Serious Animal Use Training Deficiencies Identified During 2011 AAALAC Site Visit

AAALAC Council found that our current training program was inadequate for training investigators and research personnel in the appropriate care and handling of animals including proper aseptic surgical techniques, relieving pain and distress, and adhering to approved procedures in protocols.

Mandatory correction for MGH to maintain AAALAC Accreditation

*Item #1a, 1c: Council encourages prompt implementation of the (online) training programs (for researchers handling mice and rats, including survival surgery and postoperative care) and must be informed when they have been implemented.*
IACUC Animal Training Program

- Separated IACUC training and CCM access

**Steps to get on IACUC protocol**

1. Occupational Health Clearance
2. Take requisite CITI coursework
3. Completion of the Qualifications and Experience form in Insight
4. Add to IACUC protocol by Amendment

**CCM Facility Access**

1. CCM Orientation Webinar
2. CCM Facility Orientation Quiz
3. Request CCM Facility Access
4. Attend CCM Facility Tour

Old

1. Occupational Health Clearance
2. CCM Orientation Lecture
3. CCM Facility Orientation Quiz
4. Add to IACUC protocol by Amendment
5. Request CCM Animal Facility Access
6. Attend CCM Facility Tour

New
Implementation of CITI Online Training Program

Beginning today CITI Animal Training is Required for:

- All new employees added by amendment
- All existing staff being added by amendment to an active protocol

- All staff listed on IACUC protocols submitted for initial or triennial review
  - Yes, this includes all Principal Investigators
- Investigators using non-rodent species need to take appropriate species-specific coursework on CITI website (e.g., swine, sheep, NHP, etc.)
Implementation of CITI Online Training Program

Example:

- Today a new staff member is hired
- Attends HR orientation Monday & Tuesday
- Takes CITI required training modules Wednesday/Thursday
- Occupational Health clearance
- Added to IACUC protocol by amendment

<5-10 days to get on Protocol
CITI Program Announcements

- Continuing Nursing Education (CNE) Credit / Contact Hour Availability (NEW)
- CITI Program Quarterly Newsletter (November 2013)
- New RCR Refresher Course (November 2013)
- Working with Zebrafish in Research Settings Course (October 2013)
- Public Access Courses Are No Longer Available (October 2013)

Help & Support

- How do I register?
- Merge duplicate accounts
- I forgot my Username or Password
- More...
### Human Research

#### Biomedical Research Investigators and Key Personnel

<table>
<thead>
<tr>
<th>Stage</th>
<th>Completion Report #</th>
<th>Passing Score</th>
<th>Your Score</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Expiration Date</th>
<th>Completed Modules</th>
<th>Completion Report</th>
</tr>
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<tbody>
<tr>
<td>1 - Basic Course</td>
<td>9111957</td>
<td>80%</td>
<td>98%</td>
<td>11/04/2012</td>
<td>11/04/2012</td>
<td>11/04/2015</td>
<td>View</td>
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#### Working with the IACUC

<table>
<thead>
<tr>
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<th>Due Now</th>
<th>Completed Modules</th>
<th>Completion Report</th>
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<td></td>
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### Reducing Pain and Distress in Laboratory Mice and Rats

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<table>
<thead>
<tr>
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<tr>
<td>1 - Basic Course</td>
<td>9111959</td>
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### Working with Rats in Research Settings

#### Working with Rats in Research Settings

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<th>Due Now</th>
<th>Completed Modules</th>
<th>Completion Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Basic Course</td>
<td>9111960</td>
<td>Due Now</td>
<td>View</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Question 3

Laboratory Animal Welfare

Do you conduct studies that use lab animals?

1. YES, then you must complete the Basic course and the appropriate species specific modules.

2. If you are an IACUC Member you should complete the 'Essentials for IACUC Members'.

3. Choose the appropriate species specific modules according to your research interests.

Choose an option:

- Working with the IACUC course is required if you plan to use lab animals in your work.
- If you are an IACUC Member you are required to complete the 'Essentials for IACUC Members' course now.

Choose the appropriate species-specific modules depending on your work or interests:

- If you plan to conduct studies that have the potential to cause 'more than momentary pain and distress' in mice or rats you should complete the module on 'Minimising Pain and Distress'.
- Do you conduct major surgical procedures or non-surgical surgeries in non-rodent species? If you do, the module on anaesthetic surgery is a must.

Species Specific Modules

- I work with Frogs, Toads or other Amphibians
- I work with Snake, Lizard, or other Reptiles
- I work with Rabbit, or other Rodents
- I work with Hamster, Family: Muridae
- I work with Guinea Pigs
- I work with Bats, Family: Chiroptera
- I work with Chimpanzee, Family: Hominidae
- I work with Non-Human Primates (NHP)
- I work with Animals in Biomedical Research - Refresher Course

Question 4

Good Clinical Practice
Where can you get more information?

• New personnel amendment (new/amendment/Insight).
  http://is.partners.org/aniweb/Training/Training.html

• Requirements to be added to IACUC protocol
  http://is.partners.org/aniweb/Training/Protocol.html

• Quick reference sheets to create an account in CITI
  http://is.partners.org/aniweb/Training/CITI.html

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Robin Minkel  
Assistant Director, Animal Welfare Assurance  
rminkel@mgh.harvard.edu
What complaints can we expect?

PI: “I have been doing animal work at MGH for 30 years. Why do I have to take this online training now?”

Response: By not doing so you jeopardize our AAALAC accreditation that has been in effect since 1993 and it is now MGH IACUC policy!

PI: “I have a just-in-time response due to NIH and I have not taken the CITI training. Will this prevent me from getting my protocol approved and jeopardize my funding?”

Response: IACUC can work out a reasonable time frame in which you can complete the training without hindering your funding.
UPCOMING PROGRAMS

• **English as a Second Language for Researchers**
  15-week course, February – May 2014
  Applications due: January 8th

• **Grant Writing Lunch Series: Identifying Funding Opportunities**
  Thursday, January 9, 2014, noon – 1:00 pm
  Speaker: Amy Robb, MGH Development Office

• **Claflin Distinguished Scholar Awards Panel Discussion**
  Tuesday, January 14, 2014, noon – 1:00 pm
  Co-sponsored with the Office for Women’s Careers

• **RCR Series: Responsibilities of Mentors and Mentees**
  Thursday, January 23, 2014, noon – 1:00 pm
  Speaker: Dennis Brown, PhD

To register for any program, email orcd@partners.org
Center for Faculty Development (CFD)
January 6, 2014

Office for Clinical Careers (OCC)
Office for Research Career Development (ORCD)
Graduate Student Division (GSD)
Office for Women’s Careers (OWC)
CFD Leadership

Anne Klibanski, MD  
Donna Lawton, MS  
Ted Stern, MD  
Dennis Brown, PhD  
Thilo Deckersbach, PhD  
Nancy Rigotti, MD  
Ann Skoczenski, PhD  
Anna Narinsky, MPA

CFD Director  
Executive Director  
OCC Director  
ORCD Director  
GSD Director  
OWC Director  
Program Manager  
Program Manager
CFD Mission

To facilitate the career advancement and job satisfaction of MGH faculty. Our strategies include:

• *Develop and implement programs* for faculty at all stages in their careers - from early careers to senior leadership - that promote academic and career development
• *Provide information, education and resources* to enhance faculty effectiveness
• *Provide support and education* regarding the promotion process
• *Provide counseling, advice and support*
MGH Faculty Council

- Marie Demay, *Medicine*
- Maurizio Fava, *Psychiatry*
- Scott Gazelle, *Imaging*
- Steven Greenberg, *Neurology*
- Nancy Harris, *Orthopedics*
- Richard Hodin, *Surgery*
- Lewis Holmes, *Pediatrics*
- Lisa Leffert, *Anesthesia*
- Elena Olson, *Multicultural Affairs Office*

- Harry Orf, *Administration*
- Joan Sapir, *Administration*
- Isaac Schiff, *Obstetrics/Gynecology*
- Peter Slavin, *MGH*
- Thomas Spitzer, *Cancer Ctr*
- David Torchiana, *MGPO*
- Debra Weinstein, *GME*
## Faculty Data

### Overall Total of All MGH Faculty

<table>
<thead>
<tr>
<th>Rank</th>
<th>Total N (Row %)</th>
<th>Female N (Row %)</th>
<th>Male N (Row %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof</td>
<td>296 (100%)</td>
<td>49 (17%)</td>
<td>247 (83%)</td>
</tr>
<tr>
<td>AssocProf</td>
<td>478 (100%)</td>
<td>121 (25%)</td>
<td>357 (75%)</td>
</tr>
<tr>
<td>AsstProf</td>
<td>693 (100%)</td>
<td>253 (37%)</td>
<td>440 (63%)</td>
</tr>
<tr>
<td>Instr</td>
<td>1,356 (100%)</td>
<td>642 (47%)</td>
<td>714 (53%)</td>
</tr>
<tr>
<td>Total</td>
<td>2,823 (100%)</td>
<td>1,065 (38%)</td>
<td>1,758 (62%)</td>
</tr>
</tbody>
</table>

As of July 2012

### Overall Total of All HMS Faculty

<table>
<thead>
<tr>
<th>Rank</th>
<th>Total N (Row %)</th>
<th>Female N (Row %)</th>
<th>Male N (Row %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof</td>
<td>1,039 (100%)</td>
<td>167 (16%)</td>
<td>872 (84%)</td>
</tr>
<tr>
<td>AssocProf</td>
<td>1,285 (100%)</td>
<td>364 (28%)</td>
<td>921 (72%)</td>
</tr>
<tr>
<td>AsstProf</td>
<td>2,112 (100%)</td>
<td>846 (40%)</td>
<td>1,266 (60%)</td>
</tr>
<tr>
<td>Instr</td>
<td>4,405 (100%)</td>
<td>2,233 (51%)</td>
<td>2,172 (49%)</td>
</tr>
<tr>
<td>Total</td>
<td>8,841 (100%)</td>
<td>3,610 (41%)</td>
<td>5,231 (59%)</td>
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</tbody>
</table>

As of Sept 2012
Programs

- 83 programs with approximately 2,800 faculty and fellows in attendance:
  - Academic Career Advancement, CV Narrative, Negotiation, Difficult Conversations, Presentation Skills, Grant Writing, Mentoring, Scholarly Writing, Careers in Industry, Women Faculty Leadership Workshop, “Meet and Greets”, Balancing Parenthood and Your Career, etc.
Consultations

• 177 individuals visited one of the offices this past year
  – 73% were faculty, the other 27% were research/clinical fellows, graduate student, residents and other staff
  – Vast majority was for promotion and career advice.
  – 141 individuals were seen by CFD Directors/staff
  – 36 individuals were seen by others relating to difficult conversation scenarios or life coaching.
Initiatives

• Annual Career Conference
• New Faculty Orientation
• CFD Travel Awards
• Potts’ Faculty Mentoring Award
• Mentoring Program
Initiatives

- Claflin Award Consultation Initiative
- New Investigator Advancement Initiative
- Responsible Conduct of Research Series
- Graduate Student Registration Process
- Clinician Teaching Skills Series
Office For Research Career Development (ORCD)
ORCD One-on-one meetings

- Advice on career advancement and promotion
- Critique of CVs and grant applications
- Dealing with loss of lab or individual funding
- Conflict resolution (peer and supervisor/PI issues)
- Mock interviews for job applications
ORCD Real Life
Case Study 1

Problem: “what do I need to do to advance to the next career stage”

Intervention: talk about filling boxes on CV, publications, service, funding etc.

Result: often not yet known, but “customers” happy with advice
ORCD Real Life
Case Study 2

Problem: promotion to Asst. Prof. delayed due to perceived lack of teaching

Intervention: discussed CV, re-examined “teaching” load

Result: promotion now on track
ORCD Real Life
Case Study 3

Problem: submitted K-award but PI considered “inexperienced”

Intervention: convinced PI to recruit “co-mentor”

Result: K-award resubmitted with stronger mentorship team
**ORCD Real Life**  
**Case Study 4**

**Problem:** fellow refused promotion to instructor - “too long, too difficult”

**Intervention:** met with PI to explain process

**Result:** promotion to instructor submitted
ORCD Real Life
Case Study 5

Problem: individual faced retaliation from PI after announcing possible departure

Intervention: talked directly to Dept. Chief

Result: lateral internal transfer arranged for remaining several months at MGH
Problem: individual faced imminent and sudden job loss due to funding crisis

Intervention: talked directly to Unit Chief

Result: person still had to leave – we cannot work miracles – but received advice on job search
**ORCD Services Offered**

- Office hours: Tues. and Thurs., 10 am – noon
- RCR training
- ORCD career advancement / information sessions
- Joint sessions with other offices within CFD
- Oversight Mass General Postdoc Association
- READ THE CFD/ORCD NEWSLETTER
GSD Goals

- Serve the basic & academic needs of students
- Provide programs, services, and resources
- Create a sense of community
- Enhance the experience of students at MGH
- Attract more graduate students to MGH
- Establish relationships with area schools
GSD Accomplishments

• Identified graduate student constituency
• Established GSD Advisory Structure: GSD Council and GSD Committee
• Published GSD “Connect” and monthly email communications
GSD Accomplishments

• Conducted series of GSD Town Hall meetings and utilizing the feedback, created the list of educational programs:
  – Career Advancement Series: Building Your CV, Job Search, etc.
  – Communication Series: How To Give A Talk
## Graduate Student Demographics

as of 11/01/2013...

### ...by school

<table>
<thead>
<tr>
<th>School/University</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston University</td>
<td>18</td>
</tr>
<tr>
<td>Harvard-MIT HST</td>
<td>4</td>
</tr>
<tr>
<td>HMS</td>
<td>42</td>
</tr>
<tr>
<td>Harvard University</td>
<td>63</td>
</tr>
<tr>
<td>International Schools</td>
<td>44</td>
</tr>
<tr>
<td>MIT</td>
<td>21</td>
</tr>
<tr>
<td>Other US Schools</td>
<td>21</td>
</tr>
<tr>
<td>Tufts University</td>
<td>4</td>
</tr>
<tr>
<td>UMass</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total Students</strong></td>
<td><strong>225</strong></td>
</tr>
</tbody>
</table>

### and by location

<table>
<thead>
<tr>
<th>Lab Location</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broad Institute - 7 Cambridge Ctr</td>
<td>3</td>
</tr>
<tr>
<td>CNY Buildings</td>
<td>61</td>
</tr>
<tr>
<td>MGH Main campus</td>
<td>59</td>
</tr>
<tr>
<td>Not specified</td>
<td>5</td>
</tr>
<tr>
<td>One Bowdoin Sq</td>
<td>5</td>
</tr>
<tr>
<td>Other Location</td>
<td>3</td>
</tr>
<tr>
<td>Partners Research Building</td>
<td></td>
</tr>
<tr>
<td>65 Landsdowne St</td>
<td></td>
</tr>
<tr>
<td>Ragon Institute - 400 Technology Sq</td>
<td>15</td>
</tr>
<tr>
<td>Richard B. Simches Research Bldg</td>
<td>62</td>
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<tr>
<td>Stanford St</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total Students</strong></td>
<td><strong>225</strong></td>
</tr>
</tbody>
</table>
GSD Graduate School listing...

Adelphi University
Aix Marseille University (France)
Boston University
Boston University School of Public Health
Case Western Reserve University
Chiang Mai University
Cleveland Clinic Lerner College of Medicine at Case Western Reserve University School of Medicine
Columbia University
Ecole Normale Superieure de Lyon
Ecole Superieure des Biotechnologies de Strasbourg (ESBS)
Emmanuel College
Erasmus University Rotterdam
ETH Zurich
Ghent University, Belgium
Harvard College
Harvard Medical School
Harvard School of Public Health
Harvard University – The Graduate School of Arts and Sciences
Harvard-MIT Health Sciences and Technology
Heidelberg University Medical School, Germany
Istanbul University
Karolinska Institute
Manipal University
Mannheim University of Applied Sciences
Massachusetts Institute of Technology
McGill University
Northeastern University
Politecnico di Milano
Rosalind Franklin University's Chicago Medical School
Sichuan University in China
Suffolk University
Technical University Berlin, Germany
Technical University Munich
The University of Tokyo
Tohoku University
Tsinghua University
Tufts University
University of Luebeck, Germany
Université Pierre and Marie Curie (Paris, France)
University at Buffalo School of Medicine and Biomedical Sciences
University of Amsterdam
University of Coimbra, Portugal
University of Cologne
University of Connecticut
University of Copenhagen
University of Gothenburg, Sahlgrenska Academy (Sweden)
University of Heidelberg, Germany
University of Illinois at Chicago
University of Lisbon, Portugal
University of Luebeck, Germany
University of Massachusetts Boston
University of Modena and Reggio Emilia, Italy
University of Nebraska Medical Center
University of North Carolina at Chapel Hill
University of Osnabrueck (Germany)
University of Porto (Portugal)
University of Rochester
University of Sao Paulo - Brazil
University of Strasbourg France (joint program with the Ragon Institute of MGH, MIT and Harvard)
Université Pierre and Marie Curie, Paris, France
University Ulm (Germany)
Uppsala University Medical School, Sweden
Vanderbilt University Medical Center
VU University Amsterdam
Advice and Guidance

Please schedule a one-on-one session if interested:

Office for Research Career Development
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gsd@partners.org

Office for Clinical Careers
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clinicalcareers@partners.org

Office for Women’s Careers
Nancy Rigotti, MD
womens.careers@partners.org
Any questions?