 **HARVARD**
MEDICAL SCHOOL

Crafting Your Faculty of Medicine CV


Carol Bates, MD
Associate Dean for Faculty Affairs
February 2020

The CV's purpose

**TO SHOWCASE YOUR ACCOMPLISHMENTS IN A CRISP,
ORGANIZED, EASY-TO-READ FORMAT**

| | |
|------------------------------|---|
| Benefits to You | Reminder of what information to include Keep track of your accomplishments |
| Benefits to Reviewers | <ul style="list-style-type: none">• Standardized way to evaluate faculty• Know where to check for certain activities |

© 2020
BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE

 **HARVARD**
MEDICAL SCHOOL

OFFICE FOR
Faculty Affairs

2

The CV's purpose

WHEN IS THE HMS CV USED?

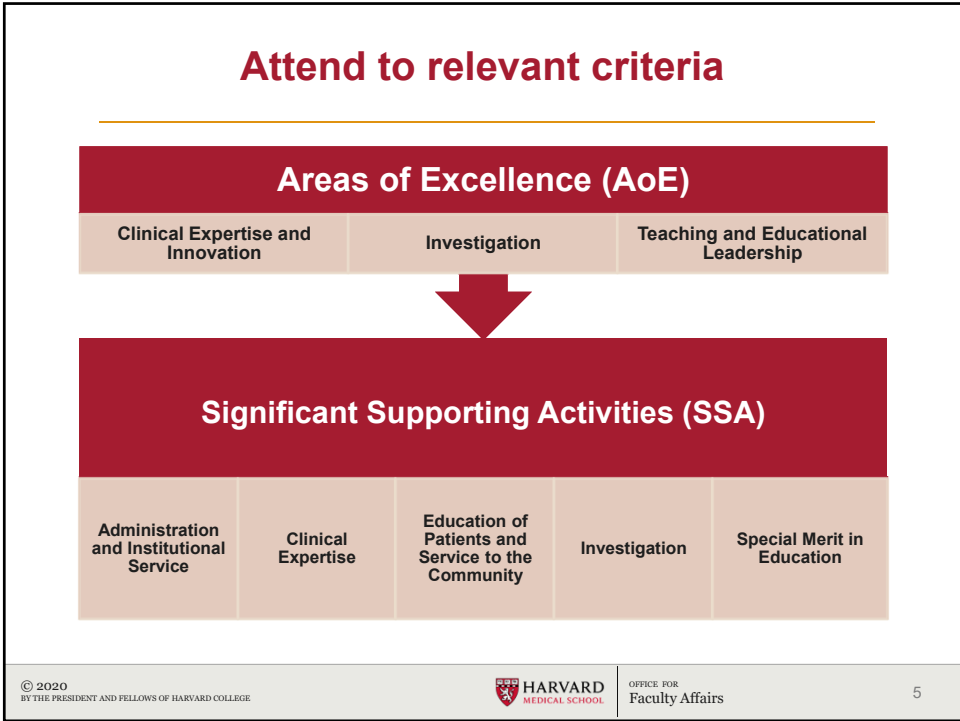
Annual Career
Conferences

Faculty Promotion
Reviews

Local Awards,
Fellowships and Prizes

Big Picture: What should my CV convey?

- Your focus/passion → Narrative Report
- Your impact in your Area of Excellence
- Reach of your reputation
 - Regional/national/international talks
 - Professional societies, committees, editorial roles, grant review
- Teaching – critical for everyone
 - Capture all of it: classroom, clinical, research
 - Be sure to mention teaching in your narrative



HMS Office for Faculty Affairs: <https://fa.hms.harvard.edu/>

HARVARD UNIVERSITYHARVARD.EDU

HARVARD
MEDICAL SCHOOL

OFFICE FOR
Faculty Affairs

HMS HSDM OMBUDS
Search

HomeAbout ▾Faculty of Medicine Handbook ▾Faculty DevelopmentFaculty Recruitment

Checklists, Forms, Guides and Templates

Faculty of Medicine CV Guidelines

Promotion Profile Library

← • • • • • →

The Office for Academic and Clinical Affairs

The Office for Faculty Affairs is part of the Office for Academic and Clinical Affairs. [Visit the ACA site >>](#)

Welcome to the Office for Faculty Affairs. We are committed to supporting the academic careers of all 11,000+ faculty members at [Harvard Medical School](#) and [Harvard School of Dental Medicine](#).

Upcoming Events

2016 OCT Presentation: Demystifying Promotions: Choosing Your

© 2020 BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE HARVARD MEDICAL SCHOOL OFFICE FOR Faculty Affairs 6

HARVARD UNIVERSITY HARVARD.EDU

HARVARD MEDICAL SCHOOL OFFICE FOR Faculty Affairs HMS HSDM OMBUDS

Home About Faculty of Medicine Handbook Faculty Development Faculty Recruitment

Faculty of Medicine Handbook

HOME / FACULTY OF MEDICINE HANDBOOK /

Faculty of Medicine CV Guidelines

The CV, along with letters from internal and external referees and examples of scholarly work, provides the major evidence used during the evaluation of candidates for promotion. Therefore, accurate and complete reporting of contributions and achievements in the CV is essential. Below is some general guidance and templates for preparation of the CV.

- [Faculty of Medicine CV Instructions GUIDE Oct2016](#)
- [Faculty of Medicine CV Pre-Formatted Word TEMPLATE Oct2016](#)
- [Faculty of Medicine Alternative CV TEMPLATE Oct2016](#)

Additional Resources

- [Checklists, Forms, Guides and Templates](#)
- [Faculty of Medicine CV Guidelines](#)
- [Promotion Profile Library](#)

© 2020 BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE HARVARD MEDICAL SCHOOL OFFICE FOR Faculty Affairs 7

CV Template Types

| | |
|--|--|
| <p style="text-align: center;">Preformatted Template (most common)</p> <ul style="list-style-type: none"> • Includes hidden tables to help with formatting • Includes hidden text that gives specific directions for each section • Visualizing text/tables can be toggled on or off | <p style="text-align: center;">Alternative Template</p> <ul style="list-style-type: none"> • Includes section headings, but no tables • Helpful if you plan to cut & paste large sections into the CV • Be sure to review the CV Guidelines if using this template |
|--|--|

© 2020 BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE HARVARD MEDICAL SCHOOL OFFICE FOR Faculty Affairs 8

Hidden Tables: Before & After

The Faculty of Medicine of Harvard University
Format for the Curriculum Vitae
TEMPLATE

Date Prepared: _____
 Name: _____
 Office Address: _____
 Home Address: _____
 Work Phone: _____
 Work Email: _____
 Work FAX: _____
 Place of Birth: _____

Education:

| Month/Year(s) | Degree | Field of Study (Choose subject for doctoral research degrees) | Institution |
|---------------|--------|--|------------------------------------|
| 09/92-05/97 | PHD | Microbiology (Name of PhD Advisor Here) | The Rockefeller University |
| 08/95-05/98 | MD | Medicine | Cornell University Medical College |

Postdoctoral Training:

| Month/Year(s) | Title | Specialty/Division (Use FN for postdoctoral research) | Institution |
|---------------|----------|--|------------------|
| 07/99-06/04 | Resident | Surgery (name of postdoctoral advisor here) | Cleveland Clinic |

The Faculty of Medicine of Harvard University
Format for the Curriculum Vitae
TEMPLATE

Date Prepared: _____
 Name: _____
 Office Address: _____
 Home Address: _____
 Work Phone: _____
 Work Email: _____
 Work FAX: _____
 Place of Birth: _____

Education:

| | | | |
|-------------|-----|--|------------------------------------|
| 09/92-05/97 | PHD | Microbiology (Name of PhD Advisor Here) | The Rockefeller University |
| 08/95-05/98 | MD | Medicine | Cornell University Medical College |

Postdoctoral Training:

| | | | |
|-------------|----------|--|------------------|
| 07/99-06/04 | Resident | Surgery (name of postdoctoral advisor here) | Cleveland Clinic |
|-------------|----------|--|------------------|

General CV Formatting: Basic Tips

Timeline

- List everything chronologically (oldest to newest)
- Appointment dates should match official records
- In general, list each activity once in the CV
- Group activities that repeat over multiple years

Organization

- Utilize the categories in the template
- If a category doesn't apply, leave it off
- Include page numbers

Aesthetics

- Use a font size ≥ 11 (Times New Roman or Arial)
- Space items as you see fit
- Make table borders invisible

Defining the range of your reputation

Which organization/institution sponsored or hosted your various activities?

International

National

Regional

Local

Non-U.S. institutions or agencies; international professional societies; international organizations (WHO, UN)

U.S.-based organizations outside of New England; government institutions (NIH, CDC); U.S.-sponsored professional societies

New England-based institutions/groups (not part of Harvard); includes CT, ME, MA, NH, RI, VT; e.g., Tufts, Yale, regional societies & hospitals

Harvard or any Harvard-affiliate, even if not in Boston; e.g., MGH, BWH, Boston VA Medical Center, DFCI, Ariadne Labs, Broad Institute

© 2020
BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE

HARVARD MEDICAL SCHOOL

OFFICE FOR
Faculty Affairs

11 11

Metrics for Promotion By Rank

| | Assistant Professor | Associate Professor | Full Professor |
|------------------------------|-----------------------------------|--|---|
| Extent of Reputation | Local/Regional | Regional/National | National/International |
| Leadership Roles | Local/Regional | Regional/National | National/International |
| Invited Presentations | Local/Regional | Regional/National | National/International |
| Independence | May still be working under mentor | Evidence of independence from mentor | Clear independence; should be considered field leader |
| Scholarship | Recent first-author publications | First- and senior-author publications; progress since previous promotion | High impact senior-author publications; progress since previous promotion |

© 2020
BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE

HARVARD MEDICAL SCHOOL

OFFICE FOR
Faculty Affairs

12

Education, Training & Appointments

- List actual degrees (e.g., do not substitute MD for MBBS)
- Include names of PhD, postdoctoral and fellowship advisors/mentors, as applicable
- Faculty appointment (e.g., Assistant Professor) **is different than hospital/institution appointment** (e.g., Physician or Research Scientist)
- Do not include pending appointments

Example – Education and Appointments

Education

| | | | |
|------|-----|-------------------------------|------------------------|
| 1998 | BS | Neuroscience | Duke University |
| 2004 | MD | Medicine | Harvard Medical School |
| 2006 | PhD | Genetics (John Smith, PhD) | Harvard Medical School |

Postdoctoral Training

| | | | |
|-----------|---------------------|--|--|
| 8/06-6/10 | Resident | Psychiatry | Massachusetts General Hospital / McLean Hospital |
| 7/10-6/11 | Postdoctoral Fellow | Neuroscience (Marie Curry, MD, PhD) | McLean Hospital |
| 7/11-6/12 | Clinical Fellow | Psychosomatic Medicine | Cambridge Health Alliance |

Faculty Academic Appointments

| | | | |
|-----------|---------------------|------------|------------------------|
| 7/13-2/16 | Instructor | Psychiatry | Harvard Medical School |
| 3/16- | Assistant Professor | Psychiatry | Harvard Medical School |

Appointments at Hospitals/Affiliated Institutions

| | | | |
|-------|-------------------------------|------------|--------------------------------|
| 7/13- | Assistant Attending Physician | Psychiatry | Massachusetts General Hospital |
|-------|-------------------------------|------------|--------------------------------|

Other Professional Positions

Roles in for-profit or non-profit organizations

- Scientific Advisory Board; Consultant; Board of Directors; Data Monitoring Board
- Document your time commitment for any current positions (hours/year or similar)

Other current professional roles

- Team Physician
- Good place for things without another CV home

Relevant past professional positions

- Important to explain gaps in resume
- Particularly relevant to those with career changes

Examples – Other Professional Positions

Other Professional Positions

| | | | |
|-----------|---------------------------|----------------------|--------------------|
| 1996-1999 | Software Developer | Prometric | |
| 2015-2017 | Scientific Advisory Board | Teva Pharmaceuticals | |
| 2018- | Consultant | Quest Diagnostics | 12 hours per month |
| 2019- | Scientific Advisory Board | Pfizer | 4 days per year |

Leadership Roles, Committees & Professional Societies

Major Administrative Leadership

- Includes educational, clinical, research and general administrative leadership positions
- Example roles: **Chief, Director, Co-Director, Course Director**
- Group by Local, Regional, National, International

Committee work

- Highlight leadership roles, such as **Chair or Co-Chair**
- Group by Local, Regional, National, International

Professional societies

- List committees and leadership roles with the society
- Shows increasing prominence in society

Examples – Leadership Roles and Committee Service

Major Administrative Leadership Roles

Local

| | | |
|-------|--|--|
| 2007- | Director, Interventional Cardiology Fellowship | Massachusetts General Hospital, Department of Medicine |
|-------|--|--|

National

| | | |
|------|---------------------------------------|--|
| 2006 | Co-Chair, Cancer Genome Atlas Network | National Cancer Institute / National Human Genome Research Institute |
|------|---------------------------------------|--|

Committees

Local

| | | |
|-------|---|------------------------------------|
| 2011- | DF/HCC Protocol Review and Monitoring Committee | Dana-Faber / Harvard Cancer Center |
| | 2011-2014 | Member |
| | 2014- | Co-Chair |

National

| | | |
|-----------|--|--|
| 2005-2006 | Advisory Committee on Immunization Practices | Centers for Disease Control and Prevention |
|-----------|--|--|

Examples – Professional Societies

Professional Societies

| | | |
|-----------|--|--------------------------------------|
| 1997-2008 | Massachusetts Medical Society | |
| 1997- | American Medical Association | |
| 1997- | American Academy of Pediatrics | |
| 2005-2008 | | Abstract Selection Committee |
| 2005- | | Fellow (FAAP) |
| 2009-2014 | | Member, Section on Epidemiology |
| 2001- | Society of Critical Care Medicine | |
| 2017- | American Association of Medical Colleges | Member, Group on Educational Affairs |

Grant Review Activities

- Can group all activities (local, national, international) into one section by year
- Specify type of role (e.g., ad hoc vs permanent)

Grant Review Activities

| | | |
|-----------|---|-------------------------|
| 2007 | Cancer Biomarkers Study Section (CBSS) | NIH Ad hoc member |
| 2009-2012 | Developmental Brain Disorders Study Section (DBD) | NIH Permanent member |
| 2014- | Harvard Catalyst Pilot Awards | Scientific Reviewer |

Editorial Activities

- Separate ad hoc review from other editorial roles
- Include book editor roles

Ad hoc Reviewer

Nature
 Clinical Cancer Research
 Oncogene
 PLoS One
 Cell

Other Editorial Activities

| | | |
|-----------|--------------------------|-----------------------------------|
| 2009-2012 | Editorial Board | Biological Psychiatry |
| 2015 | Guest Associate Editor | PLoS Genetics |
| 2016 | Co-Editor (with T. Muir) | 1 st Edition, Springer |
| | Intracranial Hemorrhage | Philadelphia, PA |
| 2017- | Associate Editor | Harvard Review of Psychiatry |

Grant Funding

List in chronological order (with dates)

- Past funding
- Current funding
- Projects submitted for funding - *include preliminary scores, if known*
- Training grants and mentored trainee grants
- Current unfunded projects

Include PI name if co-PI or co-investigator

Include total **direct** costs if PI

- All years of current cycle
- Only if PI, multi-PI, or site-PI
- Your portion of the grant

Describe the project goals

- 1-2 sentences

Grant Funding (cont.)

A note about including trainee fellowships:



Should include:

- Individual postdoctoral awards that were competitively awarded by outside agencies
 - NIH postdoctoral awards (F32); foundation awards

Should Not include:

- Includes section headings, but no tables
- Helpful if you plan to cut & paste large sections into the CV
- Be sure to review the CV Guidelines if using this template

Examples – Past and Current Funding

Past

2007-2016 Non-coding RNA in Neurodegenerative Disorders
NIH R01 NS45512 (2nd competitive renewal)
PI (\$1,250,000 total direct costs for current cycle beginning 2011)
The goal of this project was to characterize microRNAs and other non-coding transcripts in mouse models of Alzheimer's disease and Parkinson's disease.

Current

2013-2018 Magnetic Resonance Imaging of the Brain in Type 2 Diabetes
NCE NIH R01 DK86537
2018-2019 Co-Investigator (PI: Janet Q. Parkland)
The major goal of this project is to use structural and functional magnetic resonance imaging to identify changes in individuals with diabetes.

2017-completion of enrollment A Randomized Phase 3 Multicenter Study of Tamoxifen Augmentation of Mood Stabilizers in Bipolar Disorder
Novartis
Multi-PI (Other PI: John Rand) \$245,000 – Investigator-initiated
The goal of this study is to determine whether augmentation of a mood stabilizer with tamoxifen can decrease mood episodes in adults with bipolar disorder.

Examples – Other Funding

Projects Submitted for Funding

Submitted 10/2018 Consequence of Aging on Immune Response and Transplant Outcome

NIH / National Institute of Aging R01
 PI – Direct Costs Requested \$1,250,000
 The grant proposed to investigate the effects of donor and recipient age on transplant outcomes in mice.
 SRG Action: Impact/Priority Score: 20 Percentile:9

Training Grants and Mentored Trainee Grants

2011-2014 School-based air pollution and asthma morbidity
 NIH/NIAID K23 AI106945
 Primary Mentor to Mia Pratt, MD, MPH (\$915,430)
 To investigate the epidemiology of asthma in schools and train Dr. Pratt in appropriate methodology.

2013- Chemical Biology Training Grant
 NIH T32 GM079241
 Faculty
 The purpose of this training grant is to support graduate students in chemical biology at Harvard Medical School. I serve as a mentor to students with an interest in cell signaling.

Report of Local Teaching and Training

Keep good records and report as much detail as possible

- Includes lectures, informal study groups, clinical supervision, research mentoring (group and 1:1), statistical/skills training, etc.
- **Total should be at least 50 hours per year (all years)**
 - Needs to be teaching of “Harvard Learners”
 - *Students/trainees enrolled in Harvard-associated programs*
 - Only include direct contact hours, not prep time

Formal Teaching

Teaching of Students in Courses

| | | |
|-------|---|---|
| 2000- | The Human Body 1 st year Medical Students | HMS 3 hour tutorial sessions per week/8 weeks |
|-------|---|---|

Formal Teaching of Residents, Clinical Fellows and Research Fellows (post-docs)

| | | |
|-----------|---|------------------------------------|
| 2006-2007 | Management of Back Pain 1 st year Anesthesia Residents | BIDMC One hour lecture per year |
|-----------|---|------------------------------------|

** This section is for didactic lectures, not clinical supervision of clerkship students or residents.

Clinical and Research Supervision

Clinical Supervisory and Training Responsibilities

| | | |
|-----------|--|----------------------|
| 2000-2007 | Ambulatory Internal Medicine Clinic Preceptor, Boston Children's Hospital | Three hours per week |
|-----------|--|----------------------|

Research Training and Supervisory Responsibilities

| | | |
|-------|--|---|
| 2013- | Training Postdoctoral Research Fellow Massachusetts Eye and Ear | One hour lab meeting and one hour individual supervision weekly |
| 2015 | Co-mentor of undergraduate students working with Dr. Miguel Ramirez | 8-10 hours per week |

List of Mentees by Name

Formally Mentored Harvard Medical, Dental, and Graduate Students

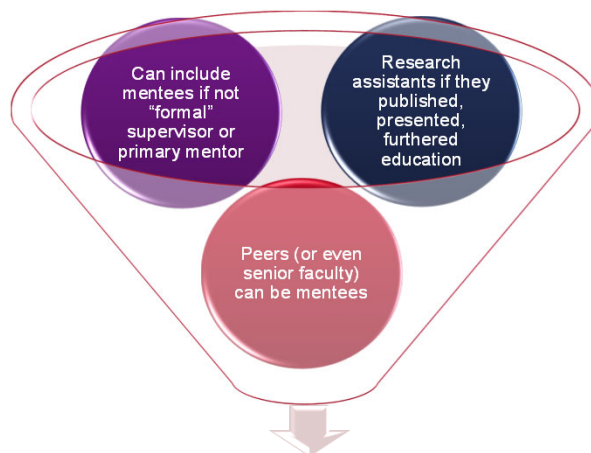
2012-2014 Susanna Johnson, HMS Class of 2015
 Conducted thesis research in my laboratory. Presented poster at 2013 Society for Neuroscience meeting.

Other Mentored Trainees and Faculty

1994-2000 Mary Jones, MD, MPH / Associate Professor of Medicine, Northwestern University
 Career stage: resident, fellow. Mentoring role: research advisor.
 Accomplishments: two first-authored papers from mentored research; MPH at Harvard TH Chan School

1996-1998 Mario Woods, MD / Assistant Professor of Radiology / University of Southern California
 Career stage: fellow. Mentoring role: fellowship mentor. Accomplishments: MRI safety quality improvement project; presented abstract at Radiological Society of North America meeting

Who can I list as a mentee?



If asked, individuals listed would be expected to endorse that you have been their mentor

Local Presentations

Formal Teaching of Peers (e.g. CME and other Continuing Education Courses)

| | | |
|------|---|-------------------------------|
| 2008 | Cardiovascular Disease Update Harvard Medical School CME | Single Presentation Boston |
| 2012 | Managing Arrhythmias in the Outpatient Setting Harvard Medical School | Webex CME Online |

Local Invited Presentations

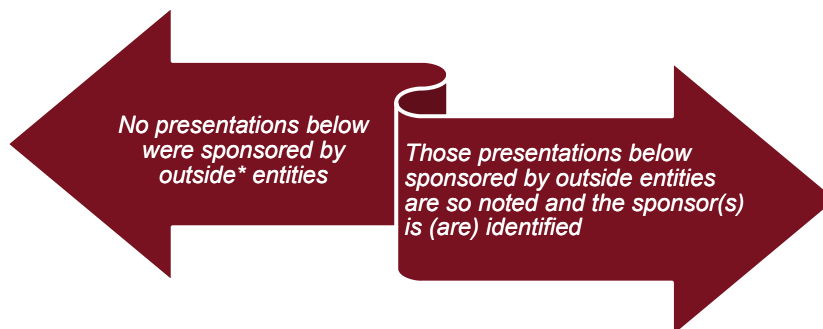
| | |
|------|---|
| 2003 | Cardiovascular Disease Update / Grand Rounds Department of Medicine, Brigham and Women's Hospital |
| 2008 | Treatments for Asthma in Children: Update / Lunchtime Speaker Series Harvard Vanguard Medical Associates (Novartis) |

Invited Presentations – Regional, National & International

| | | |
|---|---|---|
| Use correct location categories | Include titles (or close approximation) | You can include talks that are scheduled for the future |
| Can include both invited talks and selected oral abstracts (please label as such) | Can include session moderator roles | Be sure to indicate sponsors, if not explicitly clear |

Must Include Sponsorship Language

Choose **one** of the options below (whichever is most appropriate):



*refers to third-party organizations not directly affiliated with the event

Examples: National Invited Presentations

Report of Regional, National and International Invited Teaching and Presentations

Those presentations below sponsored by outside entities are so noted and the sponsors are identified.

National

| | |
|------|---|
| 2013 | Total Ankle Arthroplasty (Selected Oral Abstract) American Association of Orthopedic Surgeons San Diego, CA |
| 2015 | Autism Spectrum Disorders / Plenary Session American Psychiatric Association Boston, MA |
| 2015 | White Matter Abnormalities in Schizophrenia Grand Rounds University of Wisconsin, Department of Psychiatry (Sponsor: Otsuka) |
| 2018 | Moderator, Fiber Optic Laryngoscopy Hands On Session American Association of Endocrine Surgeons Annual Meeting Orlando, FL |

Clinical Activities & Innovations

Clinical Activities

Where and how often do you see patients?

Be sure to indicate how many days/week or weeks/year you spend at each location

Clinical Innovations required for CEI candidates

List the innovation(s) and describe the following:

- Effect (or potential effect) on patient care
- Dissemination or implementation locally, nationally, and/or internationally
- Your leadership role in the project

Examples: Clinical Innovations

Electronic medical record (EMR) QA improvement system at Community Health Center (2015)

This EMR modification has improved practice in three clinical areas (documenting patient allergies; confirming follow up on abnormal pap smears; scheduling childhood immunizations). These outcomes were reported at the American Family Practice Society meeting and I have been invited to discuss this system with Harvard Pilgrim Health Care.

Creation of Multidisciplinary Breast Center at Mass General (1998)

Organized and established 1st multidisciplinary disease center in the MGH Cancer Center. Organized practice to include surgeons, radiation oncologists and medical oncologists in a single clinic for coordinated multidisciplinary visits for newly diagnosed breast cancer patients and for clinical trials, teaching and research activities.

Teaching and Education Innovations

Especially important if AoE is Teaching & Educational Leadership!

- Novel approaches to curriculum delivery, supervisory teaching, training programs, evaluation, or any other area of teaching
- Describe the influence or potential influence of the innovation on education or teaching
- Describe how and where it is being used
- Describe your role
- Describe any dissemination

Technological and Scientific Innovations

- Software development
- Device or instrumentation
- Technique
- Novel application or adaptation of technology
- Include patent number
- Describe impact on clinical care or research

Education of Patients and Service to the Community

Patient education materials (in print or online)

Talks given to lay (non-professional) audiences

K-12 education or other STEM outreach

Recognition by non-professional organizations

- Best Doctor, Who's Who
- Press/media reports mentioning your work, interviews, podcasts (can include links)
- Awards from lay organizations

Report of Scholarship – Rules and Tips

- [Sort scholarship into appropriate categories](#)
- **Bold** your name
- Don't use *et al.* (list all authors, unless more than 50)
- Don't include manuscripts that have been submitted or are in preparation
- Use * to denote co-first or co-senior author (mandatory)
- Use ** to denote your mentee (optional)

Smith SR**, **Browning EB**, James SP, Henry RD. Hand fractures in children. *Pediatrics* 2013;73:165-70.

(**Denotes trainee for whom I served as primary mentor)

Report of Scholarship – More Tips

- Number each category separately starting at 1
- Include full citation if available
- Circle selected scholarship (promotion applicants only)
- Notable citations of scholarship

Herbert S, Morales S, Walker J. Cellular microtubules and sonic hedgehog. Nature 2012;111:35-40.

- Accompanied by editorial
- Cited by the Faculty of 1000

- Also note retractions, erratum

Report of Scholarship – Categories

Peer-Reviewed Scholarship in print or other media:

- Research Investigations – **should include new data**
- Other peer-reviewed scholarship – **Reviews, UpToDate, MedEdPORTAL**
- Scholarship without named authorship – **consortium member**

Non-peer reviewed scholarship in print or other media:

- Proceedings of meetings or other non-peer reviewed scholarship
- Reviews, chapters, monographs and editorials
- Books/textbooks for the medical or scientific community
- Case reports
- Letters to the Editor

Professional Educational Materials or Reports in print or other media:

Clinical Guidelines and Reports:

Thesis:

Abstracts, Poster Presentations and Exhibits Presented at Professional Meetings:

The Narrative Report

| | | |
|---|---|---|
| Synthesis | Explanation | Expression |
| <ul style="list-style-type: none"> Tells a cohesive story about the various aspects of your career Conveys the big picture of your impact to those outside your field | <ul style="list-style-type: none"> Describes your trajectory, including any major shifts Explains events or accomplishments that don't fit anywhere else, such as works in progress | <ul style="list-style-type: none"> Expresses your passion and excitement for your work |

© 2020 BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE
OFFICE FOR Faculty Affairs
43

Format of the CV narrative

| | |
|---------------------|---|
| Length | <ul style="list-style-type: none"> Commensurate with rank Assistant Professor ≤ 1 page All Narratives ≤ 2 pages |
| Organization | <ul style="list-style-type: none"> Contributions in AoE Contributions in teaching Contributions in SSA (if applicable) Consider subheadings |
| Voice/Tone | <ul style="list-style-type: none"> 1st person Active voice Concrete rather than philosophical or critical |

© 2020 BY THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE
OFFICE FOR Faculty Affairs
44

Structure of the CV narrative

Paragraph 1

- Summarize who you are and what you do (e.g., identity statement)
- Describe AoE and SSA (if applicable)
- Briefly highlight other major activities and roles

Paragraph 2

- More depth on AoE; highlight extent of reputation in your field
- Avoid redundancy or repeat of chronology
- Focus on recent accomplishments

Paragraph 3

- Teaching and mentorship activities and accomplishments (if not TEL)

Paragraph 4

- Dedicate to SSA or other important activities

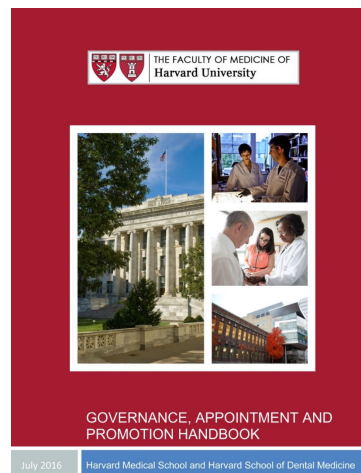
Resources

<http://fa.hms.harvard.edu/>

- Faculty of Medicine Handbook
- Checklists, Forms, Guides, and Templates
- Faculty of Medicine CV Guideline and Templates
- Promotion Profile Library
- Request one-on-one CV consultations

OFA_Promotions@hms.harvard.edu

- Dedicated email for questions



HMS Office for Faculty Affairs



Office Suites 206 & 210
2nd Floor, Gordon Hall
HMS Longwood Campus