

To The David M. Levine Award Selection Committee:

Please accept this letter with my strongest support for the nomination of Dr. xxxxxxxx for the David M. Levine Excellence in Mentoring Award. Dr. xxxx epitomizes the Johns Hopkins Medicine mission of excellence in education, research and clinical care and has been an effective mentor in each of these areas. Throughout my training I have identified physicians I wanted to model in my own pursuit of clinical, education, and research excellence and since our first meeting Dr. xxxxxx has been one of these model physicians.

I first met Dr. xxxxxx as an intern during an inpatient medicine rotation. As a clinician, Dr. xxxxxx demonstrated and mentored the art of bedside care: clinical acumen, compassion, respect, humility in the face of our limited knowledge of many diseases, and the continuing need for self evaluation and improvement to gain and maintain clinical excellence. It was during this rotation that Dr. xxxxxx and I first discussed a career in academic medicine and ways in which to pursue my goals. His availability to discuss ongoing career development at critical junctures in my growth has not changed since that time, always making the time for a true open door policy.

As an educator, Dr. xxxxxx modeled effective bedside teaching and preceptorship in venues such as morning report and small group lectures. He taught me how to give and receive effective feedback, both as a trainee and as a faculty member. He made me aware of teaching opportunities and encouraged me to pursue them. He also suggested and supported participation in internal training programs such as Faculty Development and Curriculum Development.

Regarding promoting opportunities for leadership and developing professional relationships, Dr. xxxxxx was one of the first that I knew to suggest that I ----- while I was still an intern and encouraged me to participate in other hospital committees. He informed me about cross institutional research meetings with the School of Public Health or at the Center for Medicare and Medicaid Services providing opportunities to observe or participate in scholarly and policy discussions.

As I became a fellow, our interactions continued as he helped me to develop skills in identifying important research questions that were clear and answerable. Rather than steering me toward his interests, he helped me identify my own and helped me find other mentors as needed for various projects. He was always a sounding board for new ideas and would help identify and overcome obstacles as they arose.

During fellowship, Dr. xxxxxx mentored grantsmanship by helping me successfully obtain my first peer reviewed funding. From the inception, he listened to my different ideas, gave guidance on how to best frame questions or discussed what was feasible without taking over the process. He spent many hours listening to an idea or reviewing what was written so far and helped me to clarify my thought processes in such a way as to be more concise and unified. Since this particular grant required mentors from various fields, he taught me how to navigate between the different mentors making sure I was getting what I needed from each, something that a junior academic can often do poorly. As the deadline drew nearer and my hours at my desk lengthened, he offered encouragement, empathy, and even snacks. He remains a mentor on this project even after I changed institutions.

When applying for positions as fellowship came to a close, Dr. xxxxxx again made himself available for advice. He helped identify what was most important to consider, what schools I may not have thought of that would be a good fit, what to expect in an offer at this level, and what to ask for. He made sure I understood the finer points of who to meet with, what the process was like at different

institutions, and how to follow up. He listened to job talks, wrote introductory emails to division chiefs at other institutions, and letters of recommendation. As offers arrived he listened while I weighed the pros and cons, giving advice but ultimately allowing me to make my own decisions. Throughout all my interactions with Dr. xxxxxxx, he has been a true mentor who embraces both the privileges and challenges of working with trainees and junior faculty. He did exactly what every mentee hopes for - he believed in me and gave of himself selflessly so I could succeed. As I start my own faculty career, I aspire to be like him.

Sincerely,