The Program

The Junior Faculty Leadership Program (JFLP) is a voluntary cohort program offered by the Office of Faculty Development (OFD) designed for School of Medicine faculty members who are at the level of Instructor or Assistant Professor and with less than 4 years at rank. The goal of this program is to provide junior faculty with the opportunity to build professional and leadership skills and to think proactively about their future roles as leaders in academic medicine. The program consists of 7 two-hour sessions held monthly on Wednesday mornings (8:30-10:30 AM; breakfast provided) over a period of 7 months on the East Baltimore campus. We have redesigned the program from previous years to actively engage participants by including break-outs tailored separately for basic scientists and clinicians.

Sessions and Topics

Session One: Wednesday, January 13, 2016

Part I - Opening Presentation

- What You Need to Know to Succeed at Johns Hopkins & The Unwritten Rules for Success– Janice Clements, Ph.D. (Vice Dean for Faculty)

Dr. Clements will present an overview of her list of the “unwritten rules for success” along with a discussion of the institution’s mission and goals, organizational structure, code of conduct, and financial considerations.

Part II – Breakout sessions

- Highly Effective Habits of Successful Clinicians– William Baumgartner, M.D. (Vice Dean for Clinical Affairs)
- Highly Effective Habits of Successful Laboratory Based Researchers – Antony Rosen, M.B.Ch.B., M.D. (Vice Dean for Research)

Hand-outs: Gold & Silver Books; HBR’s 10 Must Reads: On Leadership; IDP template

Session Two: Wednesday, February 3, 2016

- Mapping Out Your Career: Preparing Your Individual Development Plan (IDP) – Michael Barone, M.D. (Associate Dean for Educational Development) – This session will guide you in the framing of your career goals and objectives, including identifying development gaps and needs (you will review your IDP mid-program as well as at the conclusion of the program).
- Making the Most of the Mentor/Mentee Experience – David Yousem, M.D., M.B.A. (Associate Dean for Professional Development) – This session has you consider how
you could be a more effective mentee, including how you could go about selecting the best mentors and how to maximize the benefit you receive from the mentor, through scheduling, planning and organization, and providing/receiving feedback in a positive way.

**Pre-Work: Complete IDP form; Start reading HBR’s 10 Must Reads: On Leadership**

**Session Three:** **Wednesday, March 2, 2016**

- **Using and Understanding of MBTI Personality Type to Be More Influential** – Kim Skarupski, Ph.D., M.P.H. (Associate Dean for Faculty Development) and David Yousem, M.D., M.B.A. (Associate Dean for Professional Development) - This session presents a basic theoretical framework from the behavioral sciences including personality and motivational styles and how they influence communication, conflict, and decision-making. The focus is on ‘knowing yourself to better manage yourself and others.’

**Pre-Work: Complete MBTI online; Continue reading HBR’s 10 Must Reads: On Leadership**

**Hand-out: Negotiation reading assignment**

**Session Four:** **Wednesday, April 13, 2016**

**Part I: Seminar with Catherine Morrison, J.D.**

- **Building Blocks for Your Career: Negotiation Skills**– Catherine Morrison, J.D. – How can you negotiate more productively to get what you need without creating conflict with others or damaging relationships? The environment in which science and health care professionals practice is one in which the need for negotiation abounds. The ability to negotiate for the things you need is a skill of paramount importance. This interactive workshop is designed to help participants understand and apply a systematic approach to preparing for, structuring, and engaging in a variety of negotiations.

**Part II: Break-outs for interactive discussion**

- **Myths around Leadership for Clinicians**– Martha Zeiger, M.D., FACS, FACE (Associate Dean for Postdoctoral Affairs)
- **Myths around Leadership in the Research Lab**– Cindy Rand, Ph.D. (Associate Dean for Faculty)

**Pre-Work: Finish reading HBR’s 10 Must Reads: On Leadership; Read negotiation Hand-outs: Crucial Conversations**
Session Five: Wednesday, May 11th 2016

Part I: Communication Seminar

- Communicating in a Diverse Environment – David Yousem, M.D., M.B.A., Chiquita Collins, Ph.D., (Associate Dean for the Office of Diversity and Cultural Competence) and Kim Skarupski, Ph.D., M.P.H. – Drs. Yousem, Collins, and Skarupski will present a model of interpersonal communications (including email and social media) and provide practice skill-building for holding authentic, crucial, and difficult conversations with civility, trust, and empathy. The three layers of a conversation, “What happened?”, “How did I feel about it,” and “What does this say about my identity?” will be addressed.

Part II: Breakout sessions

- When Things Go wrong in the Research Arena and How to make it Right – Lucio Gama, Ph.D. (Assistant Professor for Molecular and Pathobiology)
- When Things Go wrong in the Clinical Arena and How to make it Right – Redonda Miller, M.D. (Vice President for Medical Affairs and Vice Chair for Clinical Operations)

Part III: IDP

- Review of Individual Development Plans

Pre-Work: Review your IDP; Read Crucial Conversations

Hand-outs: How to Write a Lot

Session Six: Wednesday, June 15, 2016

- Ramping-up Your Scholarly Productivity: Get those Papers out the Door! – Kim Skarupski, Ph.D., M.P.H. and David Yousem, M.D., M.B.A. - This session offers strategies to overcome common writing hurdles - “I have trouble getting started,” “my perfectionism prevents me from finishing,” and “I have too many other commitments and/or difficulty with time management.”
- Funds to Support Your Scholarly Work: (Foundation, Corporate, and Federal) – Dan Ford, M.D, M.P.H. (Vice Dean for Clinical Research), Leslie Bernard (Sr. Associate Director of Foundation Relations) and Rosel Halle (Sr. Associate Director for Corporate Relations)
- Clinical Databases and Scholarship – Dan Ford, M.D. and Diana Gumas, M.S. (Sr. Associate Director for Corporate Relations) will discuss how to create and utilize new clinical databases, and use existing large datasets “big data” for discovery and scholarship

Pre-Work: Read How to Write a Lot
Session Seven: **Wednesday, July 13, 2016**

**Review of Individual Development Plans** – Participants will break into dyads, share their IDPs, and provide constructive feedback.

**Building Resilience, Empowering & Promoting Yourself** – Kim Skarupski, Ph.D., M.P.H. – Dr. Skarupski will lead a discussion about operationalizing your Individual Development Plan and leadership skills with a focus on strategies for building resilience, empowering ourselves, and speaking diplomatically, strategically, and humbly about our accomplishments.

**Program Evaluation**
Looking for Leaders: Project Development Luncheon Sessions

Have you identified a problem or see room for improvement in your lab, clinic, teaching arenas, or program that you wish you could fix? Are you curious about optimizing systems, building cross-disciplinary teams, and effecting culture change? Do you want to practice your leadership skills by taking on a new, stretch project? Do you like hearing how others have achieved these goals? If yes, then these lunch (boxed lunches provided) sessions are for you! Speakers will introduce you to various institutes, programs, resources, and key stakeholders on: clinical excellence, research, education, and program building. RSVP is required; invitations will be sent upon entrance into the JFLP program.

Sessions are held in the 2024 E. Monument St. Bldg., 2nd Floor Auditorium (Suite 2-1002) from 12-1:30PM. Boxed lunches are provided but RSVPs are required.

Session #1 (March 31, 2016) On Clinical Excellence: Drs. Lisa Ishii & Peter Pronovost

Session #2 (April 25, 2016) On Education: Drs. Joe Cofrancesco & Mike Barone

Session #3 (TBD) On Business & Program Building: TBA

Session #4 (TBD) On Research: TBA
What if I have to miss a session?

Many of the sessions will require team activities. Please do not apply to the program unless you are confident that your schedule will allow you to attend all the sessions. When you must miss a session due to illness or an emergency, you may have the opportunity to audit the session with a future cohort.
Recommended Optional Session: Speak Like a Pro

Speak Like a Pro I: [TBD]

Speak Like a Pro II: [TBD]

Speak Like a Pro, is two-part, optional half-day session taught by Karen Storey, CFP through the regular OFD catalog. Faculty members win grants and build reputations based (to some extent) on their ability to speak with confidence to large groups of people. Speak Like a Pro offers the knowledge, skills, and abilities you need for effective presentations. You’ll learn proven techniques for planning, practicing, and delivering public presentations. Further, you will receive expert feedback from your instructor, as well as personal responses and insights from your classmates. Focus on managing stage fright and maintaining composure in front of any audience. Voice and body language are explored as an effective communication tool. Key ways of adding maximum impact are discussed along with ways of preparing quickly and confidently for any presentation. For this special session, class size will be limited to 7-10 people per session. Come prepared to speak for 3-5 minutes on a professional topic of your choice. You will be videotaped and receive feedback on your strengths and areas that need improvement. You must register for this additional experience; registration can be completed on MyLearning (tmod.jhu.edu → MyLearning → Search “Speak like a pro”).
Instructor and Speaker Bios

Michael Barone, M.D., M.P.H. is an Associate Professor of Pediatrics and Director of Medical Student Education in the Department of Pediatrics. He also serves as Associate Dean for Faculty Educational Development at the Johns Hopkins University School of Medicine. His work is focused on creating and evaluating faculty development programs in education as well as curriculum development and program building in the medical school curriculum.

William Baumgartner, M.D. is the Vice Dean for Clinical Affairs and professor of surgery specializing in cardiac surgery and heart transplant. Dr. Baumgartner is also the President of the Clinical Practice Association (CPA) which is a group practice of over 1,700 full-time faculty members who provide medical care to patients. In this role, he is responsible for planning, managing, and coordinating the clinical and administrative activities of the Association. In 2011, he was appointed JHM Senior Vice President for the Office of Johns Hopkins Physicians.

Leslie Bernard is the Sr. Associate Director of Foundation Relations at Johns Hopkins University. Based in Central Administration on the Homewood campus, she works with Development staff and faculty to identify, cultivate, solicit and steward independent foundations in support the School of Medicine priority funding needs.

Joseph Cofrancesco Jr., M.D., M.P.H., F.A.C.P. is the director of the Institute for Excellence in Education (IEE) and an Associate Professor of Medicine. In his role as director of the IEE, Dr. Cofrancesco focuses on improving teaching, recognizing outstanding educators, and inspiring and supporting research, scholarship, and innovation in teaching. His clinical pursuits are in HIV care and complications of HIV treatment.

Janice Clements, Ph.D. is the Mary Wallace Stanton Professor of Faculty Affairs and the University Distinguished Service Professor and Vice Dean for Faculty, and Professor of Molecular and Comparative pathology. Janice joined the faculty of Johns Hopkins School of Medicine in 1978. She has led the Retrovirus Laboratory at JHU School of Medicine since 1992 and has been Vice Dean for Faculty since 2000.

Chiquita A. Collins, Ph.D. is the Associate Dean for the Office of Diversity and Cultural Competence and Assistant Professor of Medicine at the Johns Hopkins University School of Medicine. Dr. Collins is recognized at both state and national levels for her work in health disparities, primarily as it relates to the social context and various societal influences that contribute to health differences (e.g., childhood obesity) among racial/ethnic and across socioeconomic groups.

Daniel Ford, M.D., M.P.H. is the director of the Johns Hopkins Institute for Clinical and Translational Research and the Vice Dean for Clinical Research. Dr. Ford first came to Johns Hopkins in 1982 to complete the Osler Medicine residency. He is a David M. Levine Professor of Medicine who holds faculty appointments in Psychiatry, Epidemiology, Health Policy and
Management and Nursing. Dr. Ford is the Institutional Official in charge of protection of human subjects for Johns Hopkins Medicine and the IRB committees and is well-known by trainees for his yearly course entitled “Introduction to Clinical Research”.

Lucio Gama, Ph.D. is an Assistant Professor of Molecular and Pathobiology. His areas of expertise are virology, molecular biology, and immunology. His research focuses on similarities between simian and human immunodeficiency virus (SIV and HIV) and monocytes in infectious diseases. Since 2001, he has served as laboratory manager for the Retrovirus Lab, and in 2005 he became a research associate, focusing his research on the innate immune aspects of SIV infection. After the completion of his Ph.D. in 2011, he was appointed as an assistant professor at Hopkins.

Estelle Gauda, M.D. is the Senior Associate Dean for Faculty Development and a Professor of Pediatrics and recent past chair of the Associate Professor Promotions Committee (APPC) for the JHSOM (2006-2014). During her tenure as chair of the APPC, she spearheaded the creation of the Nomination Manager that is used by faculty and the APPC to help streamline the promotions process to Associate Professor. She is a neonatologist, and a physician-scientist. Her area of research includes: mechanisms that control breathing during development and alternative treatment paradigms for neonatal abstinence syndrome.

Diana Gumas, M.S. is the Senior Director of Clinical Research IT for Johns Hopkins Medicine. Diana’s mission is to help the clinical research community with enterprise tools and services to facilitate clinical research.

Rosel Halle is the Senior Associate Director for Corporate Relations. Working with faculty and university leadership, she leads the development of institution-wide strategic partnerships between Johns Hopkins and Industry, focusing on university priorities and initiatives that have compelling business interests aligned with the research areas where JHU has expertise and a competitive advantage.

Lisa Ishii, M.D. is an Associate Professor of Otolaryngology- Head and Neck Surgery. Dr. Ishii’s practice in facial plastic and reconstructive surgery encompasses hair transplantation for women and men, rhinoplasty, facial rejuvenation surgery of the aging face, facial reconstructive surgery and minimally invasive facial augmentation. She is the first facial plastic surgeon to have received a prestigious National Institutes of Health K12 Award to pursue research in facial plastic surgery.

Redonda Miller, M.D., M.B.A. is the Vice President for Medical Affairs and Vice Chair for Clinical Operations. She leads the functions of the medical staff and serves as the hospital’s chief medical officer and directs the Johns Hopkins Internal Medicine Board Review Course. Dr. Miller’s academic career is focused on medical education and women’s health.
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Catherine J. Morrison, J.D. is a negotiation and conflict management expert who helps academic professionals become more capable at resolving conflicts and negotiating effective change. In her role as a consultant to the office of the Vice Dean for Faculty, she consults across the SOM as a mediator and conflict resolution expert.

Peter Pronovost, M.D., Ph.D., F.C.C.M. is the Sr. Vice President for Patient Safety and Quality and the Director of the Armstrong Institute for Patient Safety and Quality. Dr. Pronovost is also a professor with joint appointments in the departments of anesthesiology/ critical care medicine, surgery, health policy and management, and nursing. Dr. Pronovost has written more than 750 articles and chapters related to patient safety and the measurement and evaluation of safety efforts and serves in an advisory capacity to the World Health Organization’s World Alliance for Patient Safety.

Cynthia Rand, Ph.D. is a Professor of Medicine, Division of Pulmonary & Critical Care Medicine. Dr. Rand is the director of Johns Hopkins Adherence Research Center and the Associate Dean for Faculty.

Anthony Rosen, M.B.Ch.B., M.D. is the Vice Dean for Research and holds faculty appointments in medicine, cell biology, and pathology. Dr. Rosen was an Osler resident and rheumatology fellow at Johns Hopkins Hospital before joining the faculty at Johns Hopkins, where he was appointed a professor in 2002. He has been director of the Division of Rheumatology since then and has been the Vice Dean for Research since 2013.

Kimberly A. Skarupski, Ph.D., M.P.H. is the Associate Dean for Faculty Development in the Office of Faculty Development and an Associate Professor in Medicine (Division of Geriatric Medicine and Gerontology). Dr. Skarupski’s faculty development emphasis areas are on small group methods to increase productivity and build relationships (e.g., WAGs [writing accountability groups] and ‘K investigator groups’ [Pre-KIGs, BRIGs – for basic research K awardees, CRIGs – for clinical research K awardees], leadership development, and program evaluation.

Karen Storey, CFP, is the instructor for the Speak Like a Pro session and is President and Co-founder of Interactive Training, an organization dedicated to improving communication and leadership skills. She teaches presentation skill building around the globe.

David Yousem, M.D., M.B.A. is the Associate Dean for Professional Development and Professor of Radiology, and Director of Neuroradiology. His work has focused on advanced imaging in neoplasms of the brain, spine, head and neck, in addition to quality improvement programs and operations efficiency. Dr. Yousem with Jennifer Haythornthwaite is a co-instructor for The Master Mentor Program.

Martha A. Zeiger, M.D. is the Associate Dean for Postdoctoral Affairs, the Associate Vice Chair for Research in the Department of Surgery, and has faculty appointments in surgery, oncology,
and cellular and molecular medicine. Dr. Zeiger joined the faculty at Johns Hopkins in 1993 where she has built a busy endocrine surgery practice, established an endocrine surgery fellowship program, and directed an NIH-funded molecular biology laboratory for the past 22 years. Her primary research focus includes researching molecular markers associated with thyroid cancer diagnosis and prognosis.
Questions?

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