

PROFESSIONAL AND PERSONAL DEVELOPMENT

The School of Medicine and the university provide a wide range of professional and personal development programs and services to meet the variety of ongoing development needs of the School of Medicine faculty. Brief descriptions, links to websites, and contact information for these programs are provided below.

OFFICE OF THE VICE DEAN FOR FACULTY

The Office of the Vice Dean for Faculty oversees all issues and policies that concern faculty including faculty appointments, promotions, reappointments, and reviews. The office also provides oversight on faculty development activities, equity issues, and grievance and misconduct concerns. The office works to ensure that the School of Medicine recruits and retains a diverse group of faculty and monitors the workplace in support of a respectful and inclusive environment for all faculty members. The office provides the New Faculty Orientation program for all incoming faculty members and oversees the Office of Faculty Development. For further information, contact Janice Clements, Ph.D., Mary Wallace Stanton Professor of Faculty Affairs and Vice Dean for Faculty, Broadway Research Building, Suite 115, Phone: 410-955-8401, Fax: 410-955-2522, jclement@jhmi.edu.
Website: <http://www.hopkinsmedicine.org/som/faculty/index.html>

New Faculty Orientation

The annual New Faculty Orientation provides a roadmap for faculty to the institution, its policies, opportunities, and leadership. Topics that are typically covered include career development and the promotion process; faculty policies including conflicts of interest, responsible conduct of research, and occupational health and safety requirements; educational roles of faculty; research administration including human subjects and animal research; clinical practice management; and other special topics including technology transfer and services to support faculty in developing grant writing, scientific writing, and presentation skills. New faculty within the first year of hire and department directors are invited and encouraged to attend. The program is also open to all faculty. Website: <http://www.hopkinsmedicine.org/som/faculty/index.html>

Contact information:

Janice Clements, Ph.D., Vice Dean for Faculty, Broadway Research Building, Suite 115, Phone: 410-955-8401, Fax: 410-955-2522 jclement@jhmi.edu.

Office of Faculty Development

The Office of Faculty Development was created to support the professional development needs of the junior, mid-career, and senior faculty in the JHU School of Medicine. The office provides a faculty development curriculum and web-based resources for development. The office also supports department directors in providing departmental mentoring, leadership development, and succession planning programs. Exit Interviews and surveys are conducted to determine the factors that cause faculty to leave the School of Medicine, and the office recommends and implements strategies to improve the recruitment, orientation, development, and retention of all faculty. The office also oversees sexual harassment and hostile work environment awareness-building and training programs, and will work with departments to achieve faculty salary equity by promoting adherence to equity guidelines.

Website: http://www.hopkinsmedicine.org/fac_development/

Contact information:

Lisa Heiser, M.A., Assistant Dean for Faculty Development and Equity, 2024 E. Monument Street, Suite 1-1400, Phone: 410-502-5631 Fax: 410-502-5522, lheiser@jhmi.edu.

OFFICE OF THE VICE DEAN FOR EDUCATION

The Office of the Vice Dean for Education oversees all educational activities and curriculum development for all medical school students, graduate students, trainees and fellows. In addition, the office provides oversight to the Professional Development Office which offers a number of courses on biomedical communications for junior faculty. For further information, contact David Nichols, M.D., Mary Wallace Stanton Professor of Education and Vice Dean for Education, Johns Hopkins University, School of Medicine, Broadway Research Building, Suite 115, Phone: 410-955-8401, Fax: 410-955-2522, dnichols@jhmi.edu.

Professional Development Office

The Professional Development Office of the Johns Hopkins Medical Institutions works to provide students, fellows and faculty with professional skills and knowledge to succeed in an independent scientific career. Current course offerings for faculty, clinical fellows and senior postdocs include advanced workshops on Grantcraft, Writing for Publication, and Scientific Presentations. Professional and graduate students and fellows may attend free intersession courses introducing these topics in January and July.

For details on these and other events, see their Web site: www.hopkinsmedicine.org/pdo

Contact information: Donna L. Vogel, M.D., Ph.D., PDO Director, 1830 E. Monument, Suite 2-107, Phone: 410-502-2804. Fax: 410-614-3386, vogel@jhmi.edu

FACULTY DEVELOPMENT PROGRAM FOR CLINICIAN EDUCATORS

The JHU School of Medicine and Johns Hopkins Bayview Medical Center jointly offer longitudinal programs in teaching skills and curriculum development to all faculty who wish to improve their skills as educators.

Teaching Skills Program

The Teaching Skills program meets weekly for half-days each fall (September – December). Course topics include adult learning concepts, critical reflection and skills of dialogue,

relationship-centered communication with patients and learners, influencing learners, providing and eliciting effective feedback, small-group leadership, one-on-one precepting, presentations, and educational portfolios. Participants who wish to deepen their knowledge meet bi-weekly in the spring (January – May), with learning focused on cultural competence, conflict management, leadership, brainstorming and the use of audio- and video-tape review.
<http://www.hopkinsbayview.org/fdp>

Contact information:

Karan Cole, Sc.D., Co-Director, Teaching Skills Program, B2N-235, Bayview Medical Center,
Phone: 410-550-0524, Fax: 410-550-3403, kcole@jhmi.edu.

Randy Barker, M.D., Co-Director, Teaching Skills Program, B2N-235, Bayview Medical Center,
Phone: 410-550-1785, Fax: 410-550-3403, rbarker@jhmi.edu.

Curriculum Development Program

The Curriculum Development program is held on a weekly basis for half-days, September-June. Participants work on a curricular project that is both important and possible to implement in their clinical or academic setting. Participants work in groups of 2-5 to develop curricula according to a six-step process of curriculum development: problem identification and general needs assessment, needs assessment of targeted learners, goals and objectives, educational strategies, curriculum implementation, and evaluation and feedback. Large-group didactic and experiential learning is complemented by work in progress sessions wherein each group presents their work and receives feedback from other groups, and by regular small group meetings with a highly-trained faculty facilitator who offers guidance, support, and written feedback at each step of the process. The program culminates in a final paper and a presentation before an invited audience. Curricula are usually piloted during the program and fully implemented in the following year. Program faculty are also available to consult and develop special programs to meet the needs of individual departments. <http://www.hopkinsbayview.org/fdp>

Contact information:

David Kern, M.D., M.P.H., Director, Division of General Internal Medicine, Director, Curriculum Development Program, B2N-235, Bayview Medical Center, PHONE: 410-550-0509, FAX: 410-550-3403, dkern@jhmi.edu.

THE SCIENCE OF CLINICAL INVESTIGATION PROGRAM

The Science of Clinical Investigation Program (SOCi) has been created to support clinical scientists in gaining additional theoretical and practical skills in the design, implementation, analysis, and interpretation of data from clinical investigations. Five courses are offered in evening formats and include Database Design and Implementation in Clinical Research, Design of Clinical Studies, Quantitative Analysis of Clinical Data, Outcomes and Effectiveness Research, and Ethical and Regulatory Issues in Clinical Research. The courses are offered sequentially and predominantly run for three hours, one evening per week, for 7-9 weeks, July through May. For faculty who are interested in completing a more in-depth program in Clinical Investigation, the Graduate Training Program in Clinical Investigation (GTPCI) offers a Master's degree in Clinical Investigation on a full time or part-time basis over not more than two years. Website:
<http://www.jhsph.edu/gtpci/>

Contact information:

N. Franklin Adkinson, Jr., M.D., Director, Graduate Training Program in Clinical Investigation,
Email: FAdkinso@jhmi.edu. Phone: 410-550-2051, Fax 410-550-2055.

JOHNS HOPKINS MEDICINE LEADERSHIP DEVELOPMENT PROGRAM

The goal of the Johns Hopkins Medicine Leadership Development Program is to prepare the future leadership of JHMedicine. This yearlong program is designed to foster effectiveness in the organizational culture, strengthen bonds and communication among and between faculty and administrators, and advance leaders in the organization. The program improves the operating environment by building trusting relationships that break down barriers, facilitate communication, and foster the practice of better medicine and better business. The program includes three and one-half days of off-site retreat activity focused on topics such as perspectives on leadership, structure and governance, financial issues, leadership models, team management, and managing conflict and individual differences. Follow-up programs provide 360-degree feedback on leadership skills, and presentations and dialogue on influence and negotiation skills, executive leadership, and strategic planning. Didactic and experiential learning activities are further complemented by shadowing opportunities, advising forums, and round table discussions. The program is open to approximately 20 faculty and 10 administrative leaders annually who are nominated by Department Directors, Vice Presidents and Vice Deans in JHMedicine. The selection process is based on the application and goals of the nominees.

Contact information:

Steven Thompson, Senior Vice President, Johns Hopkins Medicine, 733 N. Broadway, Suite 100, Phone: 410-614-6486, Fax: 410-955-0889, sthomps@jhmi.edu or ldp@jhmi.edu.

WOMEN'S LEADERSHIP COUNCIL

The Women's Leadership Council (WLC) advocates for the professional development and advancement of women faculty in the School of Medicine and educates the school's leadership and faculty regarding critical issues facing women faculty. The WLC offers educational activities for all female faculty to promote professional and personal development. Professional development skill-building sessions are offered on topics such as networking, grant writing, and time management. Full-day and half-day professional development retreat programs have also been offered on specific topics such as financial administration, communication skills in the workplace, influence skills, and conflict management.

The WLC also provides mentoring activities, a web page to inform female faculty of upcoming events and to serve as a clearing house for relevant literature, a feedback process to guide future programming, and a meeting and committee structure that implements goals and action plans consistent with the mission of the organization. Small group mentoring sessions are led by WLC members from the basic sciences and clinical disciplines focusing on how to start a career and navigate the promotions process

Special scientific lectures are given annually (Mary Elizabeth Garrett Lecture and the Catherine DeAngelis Lecture) to bring prominent women scientists and physicians to the School of Medicine to promote women's careers. Website: <http://www.hopkinsmedicine.org/wlc>

Contact information:

Barbara Fivush, M.D., Co-chair WLC, Professor, Department of Pediatrics, Park 329, Phone: 410-955-2467, Fax: 410-614-3680, bfivush@jhmi.edu,

Gabriele Ronnett, M.D., Ph.D., Co-chair WLC, Professor, Department of Neuroscience, PCTB 1006B, Phone: 410-614-6482, Fax: 410-614-8033, gronnett@jhmi.edu.

SCHOOL OF MEDICINE HUMAN RESOURCES

The School of Medicine divisional Human Resources office provides numerous programs and services that support JHSOM faculty members as they hire, develop, and evaluate staff (not students, house staff, postdoctoral fellows, or faculty). Support is provided in compensation including expertise in the 'requisitioning' process and appropriate classification and salary range determinations; employment including advertisement advice and placement, screening and referral of applicants, assistance in legal and efficient interviewing and selection processes, reference checking, criminal background checks, salary decisions, and extension of formal job offers; employee and labor relations including appropriate interventions and/or disciplinary actions for staff employees who may lack required skills or have other personnel-related issues (nb: it is imperative that you work closely with specialists as soon as possible as there are prescribed, progressive steps that need to be taken to protect you from grievances and allegations of discrimination and to protect the legal standing of the institution); payroll/records including maintenance of personnel and payroll records, employment verifications, paycheck distribution and monitoring and processing of faculty and staff payroll forms, both paper and electronic. Website: <http://hrnt.jhu.edu/divisions/som/>

Contact information:

Gloria Bryan, Sr. Director, School of Medicine Divisional Human Resources, Church Home Professional Office building, 3rd Floor, Phone: 410-955-2586, Fax: 410-624-0650, gbryan@jhmi.edu

OFFICE OF EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

The Office of Equal Opportunity and Affirmative Action Programs is part of the Office of the Provost and exists to provide leadership for university efforts to promote institutional equity and a diverse university community. The Office is responsible for ensuring that the University's programs and procedures comply with federal, state and local laws and regulations as related to affirmative action and equal opportunity. For further information, contact Ray Gillian, Associate Provost and Director, Garland Hall, Suite 130, Phone: 410-516-8075, Fax: [410-516-5300](tel:410-516-5300), rgillian@jhu.edu.

Diversity

The office also works with the Dean, departmental and other faculty leaders to create a climate where all individuals can feel comfortable and succeed. The Associate Provost and Director works with university, divisional, and departmental diversity committees to promote a community that values and is strengthened by its diversity.

Contact information:

Ray Gillian, Associate Provost and Director, Garland Hall, Suite 130, Phone: 410-516-8075, Fax: [410-516-5300](tel:410-516-5300), rgillian@jhu.edu.

Compliance & Conflict Resolution, Sexual and Other Forms of Harassment

Faculty with concerns or complaints about sexual harassment, discrimination, or other forms of harassment can consult with the Associate Director for Compliance and Conflict Resolution who provides information, mediation, investigation, disciplinary recommendations, and resolution of complaints. The Associate Director also provides consultation, mediation and training to faculty leaders, departments, and groups on sexual harassment, discrimination issues, compliance and conflict resolution, and other employee problems or disputes.

Contact information:

Caroline Laguerre-Brown, J.D., Associate Director for Compliance and Conflict Resolution, Garland Hall, Suite 130, Phone: 410-516-8075, Fax, 410-516-5300, cbrown@jhu.edu.

Disability Issues

In keeping with the intent of the 1990 Americans with Disabilities Act, a faculty member may disclose a medical, psychological or physical condition to the university and may ask for a reasonable and appropriate accommodation for the workplace. For those who have never been evaluated for a disability or who are not sure if they have a disability, the Associate Director is available for consultation. The office also provides guidance in the process of disclosure and works with appropriate offices to determine the nature of and timeliness of the accommodation. The Associate Director of Disability Services is available for training and consultation in areas such as the definition of disability, workplace accommodations, and discrimination concerns. The Associate Director for Disability Services also consults with department chairs, division chiefs, and other faculty leaders regarding workplace and academic accommodations that may be needed for faculty, staff, and students.

Contact information: Peggy Hayeslip, MS, Associate Director fro Disability Services, Garland Hall, Suite 130, Phone: 410-516-8949, Fax, 410-516-5300, phayeslip@jhu.edu.

PROFESSIONAL ASSISTANCE COMMITTEE

The Medical Board of The Johns Hopkins Hospital established the Professional Assistance Committee (PAC) in 1989 to assist physicians with behavior and emotional difficulties, alcohol or drug problems or physical disabilities that may affect skill and judgment. The PAC works to facilitate the well-being and rehabilitation of distressed or impaired physicians as an alternative to discipline or dismissal. The committee encourages self-referrals from the Johns Hopkins physician community, and acts as an advocate for physicians who follow its policies and recommendations. The PAC is prepared to address a number of problems physicians experience including relationship difficulties, the death of loved ones, concerns about drugs or alcohol, legal or financial issues, and professional uncertainty in our competitive academic environment. All full- and part-time physicians affiliated with The Johns Hopkins Hospital are eligible to use the committee's services. The PAC treats each case with the utmost confidentiality.

Contact Information: The PAC can be reached by calling 410-955-9222. Inquiries or reports will be referred to a member of the committee for action. Reports of physicians with potential problems will be pursued with the greatest concern for all parties involved, including the individual, family members, colleagues, and patients.

OFFICE OF HUMAN SERVICES PROGRAMS

The Office of Human Services (OHS) is part of the Johns Hopkins University Office of Human Resources and oversees the various programs of the institution that support the development of the faculty, staff, and their families. The Office utilizes a "life-span development" approach that offers services to meet the extensive needs of the very diverse communities that make up Johns Hopkins. These services are available to the faculty of the School of Medicine directly as individuals and through departmental requests. What follows are brief descriptions of the major programs in OHS, with a focus on the services they provide to faculty and information on how to contact them. For further information on all the programs and their services to faculty and staff, please review their websites or contact Dick Kilburg, Ph.D., Senior Director, Office of Human

Services, Johns Hopkins at Eastern, C120, Phone: 443-997-4570, Fax:443-997-8548, rkilburg@jhu.edu.

Faculty and Staff Assistance Program (FASAP)

FASAP provides assessment, referral, and short-term intervention services for full and part-time faculty, staff, and their families regarding personal problems such as family and relationship issues, mental health concerns including stress and depression, substance abuse, financial concerns, and work-related problems. The staff is composed of licensed or certified mental health practitioners.

FASAP clinicians also consult with faculty who lead and manage others to help resolve interpersonal conflicts between co-workers and subordinates in the workplace. The office supports faculty in working with employees with performance or interpersonal conduct problems who may be referred to FASAP for counseling and problem-solving support on a mandated Condition of Employment referral. FASAP clinicians, along with other members of the Professional Assistance Committee, support physicians with mental or emotional difficulties, alcohol or drug problems, or physical challenges that may affect their skill and judgment in the extremely demanding work environment of Johns Hopkins Medicine. FASAP clinicians also staff the Risk Assessment Team and offer trainings in assertive communication, conflict resolution, stress management and other topics to reduce the incidence of violence or intimidation in the work environment and to create a safe and healthy workplace. Website: <http://www.FASAP.org>

Contact Information: Kathi Beauchesne, Ph.D., MBA, MSW, Director, Suite 507, 550 Building, E. Baltimore, Phone: 443-287-7000, Fax: 410-955-4623, kbeauchesne@jhu.edu.

Career Management Program

The mission of the Career Management Program (CMP) is to support university faculty and staff in maximizing opportunities for pursuing satisfying and productive work. Faculty consult with Career Management Specialists to assess career choices, evaluate offers, and explore the impact of changing roles and responsibilities on their careers and lives. The program offers a number of well-researched assessments faculty can take to identify their preferred interests, abilities, personality preferences, and values and assess their fit with current and anticipated career opportunities. The Career Management Program staff works with School of Medicine offices, departments, and groups to provide career-related programming on topics such as career management, interviewing, networking, and building professional relationships. CMP also supports the university's recruitment and retention efforts by offering career development and job search services to the spouses and partners of nationally recruited faculty and staff through the Relocation and Dual Career Assistance Program. Website: <http://careers.jhu.edu>

Contact Information: Audrey Trapp, M.A., Director, Career Management Program, Johns Hopkins at Eastern, Suite A100, Phone: 443-997-4992, Fax: 443-997-6673, atrapp@jhu.edu.

Center for Training and Education

The Center for Training and Education's mission is to enhance organizational learning and individual skill development in the JHU community by providing high quality training and orientation activities. The Center offers several courses designed to support and encourage faculty as they pursue excellence in their various roles of teaching, research and service, as well

as their professional and career goals of scholarship and promotion. Several tracks are available within the Faculty Development offerings and include course planning and organization, skills for improved teaching and evaluation of learning.

The Center for Training and Education also works in cooperation with the JHSOM Office of Faculty Development, departments, and faculty organizations to develop and offer courses to individuals, departments, and groups that meet the particular training and development needs of the faculty. The Center also fosters an understanding of Hopkins' Educational Assistance Plan, including tuition remission, tuition grant, and staff development remission programs, to ensure that faculty and family members are able to avail themselves of program benefits. Website: <http://training.jhu.edu>

Contact Information: Linda Dillon Jones, Ph.D., Director, Center for Training and Education, Johns Hopkins at Eastern, Suite C130, Phone: 443-997-6804, Fax: 443-997-6812, dillon@jhu.edu.

Organization Development and Diversity

The Organization Development and Diversity mission is to partner with JHU leaders to provide change management expertise and internal consulting to improve individual, group and organizational effectiveness. Organization Development Specialists are internal consultants who support department chairs, division chiefs, and other faculty leaders with needs assessments, surveys, strategic planning, goal setting, mission and vision development, change management, retreat facilitation, organizational redesign, work climate assessment, team development, group conflict management, executive coaching, and diversity consultation. The scope of work can range from a one-time meeting to a collaboration that takes place over many months or even years. Website: <http://www.jhu.edu/~hr1/human-serv/odd.html>

Contact Information: Debbie Sampson, M.A., Director, Organization Development and Diversity, Johns Hopkins at Eastern, Suite A110, Phone: 443-997-6498, Fax: 443-997-4755, dsampso3@jhu.edu.

Worklife Programs

WORKlife Programs provide consultation, information and referral services to faculty for child care, elder/adult care and other issues blending personal and work life. The office has databases of licensed, registered child care providers to assist parents in locating individuals or needed services. The office provides information and decision-making support for caregivers of older adults including resources on eldercare providers, living arrangements, and Medicare and Medicaid information. WORKlife also has a library on parenting, care giving and other work & family issues. The Sick, Emergency and Back-up Care Program is designed to help eligible faculty pay for child care or elder/adult care services they need during working hours. Educational programs and discussion groups are held throughout the year on topics such as financial planning, parenting, care giving, and retirement. WORKlife Programs also manages the Relocation Assistance Program for newly hired or recruited faculty or staff. Website: www.hopkinsworklife.org

Contact Information: Kathleen Beauchesne, Ph.D., MBA, MSW, Johns Hopkins at Eastern, Suite C100, Phone: 443-997-7000, Fax 443-997-6609, kbeauchesne@jhu.edu.