



JOHNS HOPKINS  
SCHOOL *of* MEDICINE

Office of Faculty

# THE EARLY CAREER COHORT LEADERSHIP PROGRAM

2027 PROGRAM GUIDE

The Early Career Cohort Leadership Program supports the professional advancement of people who want to enhance their leadership skills and pursue higher levels of leadership.

## PROGRAM GOALS

1. Clarify personal missions for career advancement.
2. Equip participants with skills for professional advancement and leadership.
3. Prepare participants to create and seek leadership opportunities.
4. Build a supportive community of peers and increase retention at Johns Hopkins.

## ELIGIBILITY

The program is designed for people who seek leadership at the faculty level or who currently serve in this capacity. Applicants should decide for themselves if they are “early career” and would benefit from participating. One common guide for demarcating the early career phase is being at the rank of assistant professor for less than five years or being an instructor.

Applicants may be nominated or self-nominate. A selection committee will review applications and create a class of 50 participants who represent a balance of departments and divisions. There is a high demand for these programs. Applicants who do not receive a spot are encouraged to apply again in the future.

Full-time and part-time Johns Hopkins University employees are eligible to participate.

# REQUIREMENTS

We ask that you fully participate, interact with your classmates, and foster a supportive and respectful learning environment. Some seminars will have assigned readings and assessments. All participants will be asked to complete pre- and post-program surveys. Feedback on each seminar will also be requested.

**More people will apply to this program than we can admit. Please be respectful of the opportunity to participate. Attendance will be monitored, and participants must commit to attending at least seven seminars.**

# FINANCIAL OBLIGATIONS TO THE DEPARTMENT

Attendance is required for seminars with asterisks. If the seminar is scheduled to be in-person, only in-person attendance is available. These seminars are paid for by staff development tuition remission, and we must use this benefit responsibly. **Fees are also partially covered by the Tuition Remission benefit, with no limit on professional development and CME programs. Applicants who are accepted to the program will need to provide their departmental Tuition Remission account numbers.** Johns Hopkins University requires that we charge an absence fee and follow a strict cancellation policy. If you do not attend the required seminars, your department will be charged a fee. The absence fees for the academic year 2024-2025 were \$334 for a 2-hour seminar and \$500 for a 3-hour seminar. We expect absence and late cancellation fees for the 2027 Early Career Cohort Leadership program to increase.

Rare exceptions can be made for excused absences, such as unexpected hospitalizations, personal injury or accidents, and serious illness. Conflicts in work and other schedules, including travel problems, will not qualify for waivers. Written documentation is required for all instances. Notice of cancellation is required at least 7 full days before the seminar.

There are no financial obligations for seminars without asterisks.

# Program Schedule

All in-person sessions are located at Miller Research Building, Rooms G01 & G03,  
733 N. Broadway, Baltimore, MD 21205

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JAN

**\*\*UNDERSTANDING YOURSELF AND OTHERS: THE MYERS-BRIGGS TYPE INDICATOR**

9 A.M. - 11 A.M. (IN-PERSON)

with Amy Murphy, Talent Management

Based upon Jung's theory of psychological type, the Myers-Briggs Type Indicator (MBTI) is a self-report questionnaire that identifies normal personality differences and preferences. By understanding and appreciating these differences (or unique gifts), you can improve communication and collaboration in the workplace and in your personal life. We will use practical concepts and exercises in this seminar.

**\*\*Attendance required**

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JAN

**LEAD YOUR TIME: PRODUCE MORE HIGH-IMPACT WORK WITH LESS ENERGY DRAIN**

9 A.M. - 11 A.M. (IN-PERSON)

with Jennifer Lee, Senior Associate Dean for Faculty Development

Stop doing everything—and start leading smarter. This seminar will teach how to focus on high-impact priorities, delegate with confidence, give feedback that works, and protect your time and energy for the work only you can do.

10

FEB

**ALIGNING YOUR CORE VALUES WITH LEADERSHIP IDENTITY AND PURPOSE**

9 A.M. - 11 A.M. (IN-PERSON)

with Rachel Levine, Associate Dean for Faculty Educational Development

We will engage in a series of exercises to identify your core values and reflect on how they relate to your leadership identity and purpose. This seminar will help you consider your personal leadership goals and strategies to achieve them. Gender stereotypes and bias in leadership will also be discussed. **Note: Feb. 10, 2027, is a Wednesday**

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FEB

**\*\*INTERSECTIONAL IDENTITIES**

9 A.M. - 11 A.M. (IN-PERSON)

with Sharon Fries-Britt, Distinguished University Professor, University of Maryland

Diverse perspectives offer opportunities to learn effective strategies for research, teaching, mentoring, and working collaboratively as a community. This session will examine the importance of intersectionality and how the saliency of identities such as work, education, culture, physical abilities, race, and religion shape the lived experience and capacity of leaders and employees to engage effectively in different working contexts. Culture change requires a commitment to shared leadership practices and collaboration to identify problems and solutions.

**\*\*Attendance required**

# Program Schedule

09

MAR

## MENTORSHIP WITH MOMENTUM: COACHING SKILLS THAT DRIVE GROWTH

9 A.M. - 11 A.M. (IN-PERSON)

with Jennifer Lee, Senior Associate Dean for Faculty Development

Mentorship doesn't have to be all advice. Participants will learn techniques to strengthen mentorship relationships and support mentees in gaining clarity, confidence, and momentum through goal-focused dialogue and accountability — while helping participants become more effective mentees themselves.

06

APR

## \*\*PRESENTERS – ENHANCE YOUR SKILLS

9 A.M. - NOON (IN-PERSON)

with Tyler Enslin, Professional Speaker

We all know the positive impact that a highly skilled presenter can have on a meeting, training, or presentation. They can take a seemingly bland topic and make it compelling, turn a simple question into an intriguing group discussion, or use an objection to uncover a valuable lesson. We also know that when a presenter is lacking skills, it can create the opposite effect. Even the most relevant topics can somehow seem less interesting, and content that should engage and captivate the audience often falls flat. In this highly interactive training, presenters will learn specific skills that can help them to connect with their audience, create meaningful participation, remain organized, handle challenging participants, and deliver maximum value. If you facilitate trainings, lead meetings, give lectures, or deliver interactive presentations, the principles in this workshop will enhance your skills. Tyler Enslin, the speaker for this program, has facilitated well over 1000 trainings in a variety of settings for audiences around the world. He draws on this experience to help participants gain as much practical value as possible from this session.

**\*\*Attendance required**

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APR

## \*\*SELF-PROMOTION

9 A.M. - 11 A.M. (VIRTUAL)

with Harriet Hopf, Professor and Executive Director of Faculty Development and Academic Affairs, University of Utah

Do you wish you knew what to say when someone says, "Tell me about yourself"? Do you struggle to talk about your accomplishments and claim credit for your work? Self-promotion is the art of speaking diplomatically and strategically about your work with authentic confidence. In this interactive workshop, participants will practice noticing, documenting, and sharing their accomplishments by identifying their strengths, capturing an accomplishment using the Situation Task Action Results (STAR) Framework, and polishing, adapting, and practicing presenting their STAR for different contexts.

At the end of the seminar, participants will have developed a 1-2 minute "pitch" that describes their work, project, or vision. Participants will practice delivering their pitch, which provides the extra benefit of learning about each other's work and creating opportunities for potential collaboration and sponsorship.

**\*\*Attendance required**

04

MAY

## \*\*NEGOTIATION

9 A.M. - NOON (IN-PERSON)

with Brian Gunia, Professor of Management, Carey Business School

Being able to negotiate effectively is a necessity for modern life. Whether the bargaining dynamic involves salary negotiations or career trajectory, fair and effective negotiating can ensure that different interests are blended into an acceptable and hopefully favorable outcome for all parties. In this seminar, we will discuss the skills needed to optimize your negotiation for a successful career at Johns Hopkins. Come prepared to learn the strategies used to succeed as early-career faculty.

**\*\*Attendance required**

# Program Schedule

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MAY

## CLOSING SEMINAR: LEADERSHIP PANEL

9 A.M. - 11 A.M. (IN-PERSON)

with Jennifer Lee, Senior Associate Dean for Faculty Development

Our panelists will discuss lessons they have learned, developing a leadership brand, and creating and communicating their vision.

All program participants will need to submit a short statement (one double-spaced page or less) about their leadership philosophy and identity, how they define themselves as a leader, and whether and how this course helped them develop their leadership identity. This statement will be submitted in the post-program survey.

## Facilitators

**Sharon Fries-Britt, Ph.D.**, is Distinguished University Professor in Higher Education, Student Affairs, and International Education Program at the University of Maryland. As a higher education scholar, she examines the experiences of high-achieving Blacks, underrepresented students in STEM fields, and issues of race, equity, and diversity. Dr. Fries-Britt has published widely within peer-reviewed journals and has served on multiple editorial boards. Her research has been funded and supported by the National Science Foundation, Bill & Melinda Gates Foundation, Lumina Foundation, and the National Society of Black Physicists.

**Tyler Enslin** As a professional speaker since 2012, has had the privilege to present at over 1000 live events. He is passionate about helping his audiences by sharing information in a way that is engaging, lively, and most of all, practical. In addition to owning his own business, Tyler has also served as a talent management consultant for Johns Hopkins University since 2015. In this role, he has taught hundreds of workshops to university employees on topics such as personal and professional growth, communication skills, and employee engagement.

**Brian Gunia, Ph.D.**, is a Professor of Management. He joined Johns Hopkins Carey Business School in 2011. Brian seeks to create and disseminate new knowledge about negotiating effectively in the real world, with the ultimate aim of helping people lead happier and more productive lives. His research focuses on evidence-based strategies for avoiding common negotiation mistakes and thriving in everyday negotiations, particularly with colleagues, friends, and family. Finally, and in addition to his work on negotiating effectively, Brian examines the interrelated, everyday imperative of sleeping sufficiently, with a focus on evidence-based strategies individuals and organizations can use to mitigate unhealthy sleep or at least harness it. Brian has authored a series of journal articles on these topics, along with a book called [The Bartering Mindset](#) and a blog called [Life's Negotiable](#). Before joining academia, Brian worked as a management consultant.

# Facilitators

**Harriet W. Hopf, M.D.**, is Professor and Executive Director of Faculty Development and Academic Affairs in the Department of Anesthesiology, Perioperative & Pain Medicine, Adjunct Professor of Biomedical Engineering, Co-Director of the University of Utah Coaching and Advancement Network (U-CAN), and Past President of the Academic Senate at the University of Utah. Dr. Hopf has more than 100 publications. Her research, which was supported by the NIH for 20 years, focuses on surgical site infection prevention and reducing the environmental impact of infection control, as well as gender equity and professionalism. She is a past chair of the FAER Board of Directors and is Vice Chair of the ASA Committee on Academic Anesthesiology. Dr. Hopf completed the Executive Leadership in Academic Medicine Program at Drexel in 2009; since 2020, she has co-led the Building Your Career Infrastructure curriculum. Dr. Hopf received the FAER Excellence in Research Mentoring Award in 2013. In 2020, she was selected as one of 250 images on the Utah Women 2020 Mural, a public art commemorating the 100<sup>th</sup> anniversary of the 19th Amendment.

**Jennifer Lee, M.D.**, is the Senior Associate Dean for Faculty Development in the Office of Faculty, a professor of Anesthesiology/Critical Care Medicine and Pediatrics, and an executive leadership coach credentialed by the International Coaching Federation. She practices clinically as a pediatric anesthesiologist and formerly led a translational research program to investigate methods that reduce the risk of permanent neurologic injury after neonatal and pediatric brain hypoxia. Her clinical and basic science research was funded by the NIH and multiple foundations. She has a long-standing commitment to coaching, mentorship, sponsorship, and developing programs for career advancement.

**Rachel Levine, M.D., M.P.H.**, is the Associate Dean for Faculty Educational Development and a professor of Medicine in the Division of General Internal Medicine. Dr. Levine completed her undergraduate and medical school degrees at McGill University in Montreal, Quebec, Canada, followed by residency training in Internal Medicine at Boston University Medical Center. She then completed a 3-year fellowship in General Internal Medicine at the Johns Hopkins Hospital with a focus on medical education. She received an MPH from the Johns Hopkins Bloomberg School of Public Health.

**Amy Murphy, M.S.O.D** is the Director of the Organization Development & Effectiveness Department for Johns Hopkins University (JHU). Amy joined JHU in 2016, bringing over 15 years of experience in organization development, leadership development, and change management. As an internal consultant, she is responsible for working across the university by helping leaders and their teams to improve individual, team, and divisional performance, as well as directly leading the Organization Development (OD) team. Over the last ten years, Amy's primary focus has been on large-scale university-level change, assisting senior leaders in optimizing their organizations, and providing team development support to individual teams. Recently, she has been supporting the Whiting School of Engineering in its latest Data Science and AI initiatives, assisting various teams to define and refine their culture, and facilitating sessions in the University's Leadership Development Program. Before JHU, Amy worked for a federal and commercial consulting firm, where she created and facilitated multi-year leadership development and learning cohorts within the Department of Homeland Security, NASA, Veterans Affairs, and the Department of the Interior. Amy consulted with commercial clients on large-scale organizational changes and reorganizations. She also has experience working in healthcare, as she was an internal organization development and learning consultant for MedStar Health.

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## QUESTIONS? CONTACT US!

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