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.

SCHOOL OF MEDICINE – LEVEL RESOURCES

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, 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. In cases of progressive discipline, 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. 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

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 (TS) Longitudinal Program consists of TS Part 1 and TS Part 2. TS 1 meets on Thursday mornings weekly from September to December. Course topics include adult learning concepts, critical reflection and skills of dialogue, building a learning community, enhancing personal/professional balance, relationship-centered communication with patients and learners, providing and eliciting effective feedback, small-group teaching and leadership, one-on-one precepting, presentations, and scholarship in medical education. Participants who wish to deepen their knowledge may continue with TS 2 on Thursday mornings from February to April. Sessions focus on cultural awareness, learner motivation and empowerment, conflict management, leadership and management, and formalized brainstorming.

Website: http://www.hopkinsbayview.org/fdp
Curriculum Development Program

The Longitudinal Curriculum Development Program is held on Wednesday mornings, 8-12, 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, targeted needs assessment, goals and objectives, educational strategies, 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. Related topics such as writing for publication and disseminating one’s work; searching the literature and internet for educational articles and resources, finding and applying for funding support, obtaining IRB approval, designing surveys, using simulation, and using information technology to support medical education are also covered.

A half-day workshop that provides an overview of CD principles (Introduction to Curriculum Development) and a 2-day workshop (Limited Longitudinal I) that provides a more in depth coverage of the steps of Curriculum Development are also offered. The latter can be combined with ongoing mentoring of a project after completion of the 2-day workshop (Limited Longitudinal II). Finally, program faculty are available to consult and develop special programs to meet the needs of individual departments.
Website: [http://www.hopkinsbayview.org/fdp](http://www.hopkinsbayview.org/fdp)

Contact information:
David Kern, M.D., M.P.H., Professor of Medicine and Director, Curriculum Development Program, MFL Center Tower, Suite 2300, Johns Hopkins Bayview Medical Center, PHONE: 410-550-1828, FAX: 410-550-3403, dkern1@jhmi.edu.

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](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](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 for Diversity and Cultural Competence

The Office of Diversity and Cultural Competence was established in 2009 to accomplish three important goals to increase diversity and inclusion at Johns Hopkins Medicine:

- To advance recruitment and retention of new faculty and staff members from underrepresented minority groups;
- To improve faculty and staff perceptions of JHM leadership as being culturally competent;
- To improve the overall JHM climate of inclusion for faculty and staff;
- To advance leadership opportunities for faculty and staff members from underrepresented minority groups;
- To improve the perception of Johns Hopkins Medicine as a trusted partner;
- To understand the causes of health care inequalities, and to develop remedies for those inequalities.

Website: [http://www.hopkinsmedicine.org/diversity_cultural_competence/index.html](http://www.hopkinsmedicine.org/diversity_cultural_competence/index.html)

Contact information:
Brian Gibbs, Ph.D., MPA, Associate Dean for Diversity, Reed Hall, Room 240, Phone: 410-287-5568, Fax: 410-955-2522 bgibbs5@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/](http://www.hopkinsmedicine.org/fac_development/)
Office of Women in Science and Medicine

The Office of Women is Science and Medicine 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 Office of Women in Science and Medicine (OWISM) serves to network women at all ranks in the 33 Departments of the School of Medicine, and offers educational programs to meet the needs of all women faculty. The office collaborates to provide the Leadership Program for Women Faculty (LPWF) and also the Emerging Women's Leadership Program (EWLP), and offers educational activities for all female faculty to promote professional and personal 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 OWISM 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 faculty women from the basic sciences and clinical disciplines focusing on how to start a career and navigate the promotions process. The office provides leadership to the Joint Oversight Committee which continues to monitor gender equity across the School. Further, the office holds an annual event at which the Vice Dean's Award for the Advancement of Women is presented.

Website: [http://www.hopkinsmedicine.org/education/women_science_medicine/](http://www.hopkinsmedicine.org/education/women_science_medicine/)

Contact Information: Barbara Fivush, M.D.; Professor of Pediatrics; Associate Dean for Women; Director, Office of Women in Science and Medicine; Division Chief, Pediatric Nephrology; Johns Hopkins University School of Medicine; 200 N. Wolfe Street, Suite 3055; Baltimore, MD 21287; Phone: 410-955-2467; Email: owism@jhmi.edu

Office for Part-time Faculty

The John's Hopkins University School of Medicine counts more than 1580 clinicians and scientists as members of its Part-time Faculty. The SOM relies on its part-time faculty for their contributions to the tripartite mission. As a group, the most significant contribution of part-time faculty is in clinical service and education, chiefly involving the education of medical students and residents. However, many part-time faculty members are vital to our research mission, and others have important roles in policy, program development, and administration. Website: [http://www.hopkinsmedicine.org/faculty_pt/](http://www.hopkinsmedicine.org/faculty_pt/)

Contact information: Maura McGuire, M.D. Assistant Dean for the Part Time Faculty, Assistant Professor of Medicine, Director of Education at JHCP, Johns Hopkins University School of Medicine, 3100 Wyman Park Drive, Suite 340, Baltimore, MD 21211-2895, Phone: 410-338-3419, Fax: 410-338-3799, mmcquir1@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

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.

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.

UNIVERSITY - LEVEL RESOURCES

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:
Caroline Laguerre-Brown, Associate Provost and Director, Garland Hall, Suite 130, Phone: 410-516-8075, Fax: 410-516-5300, cbrown121@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:
Caroline Laguerre-Brown, Associate Provost and Director, Garland Hall, Suite 130, Phone: 410-516-8075, Fax: 410-516-5300, cbrown121@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, Associate Provost and Director, Garland Hall, Suite 130, Phone: 410-516-8075, Fax: 410-516-5300, cbrown121@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 for Disability Services, Garland Hall, Suite 130, Phone: 410-516-8949, Fax, 410-516-5300, phayeslip@jhu.edu.

TALENT MANAGEMENT AND ORGANIZATION DEVELOPMENT

Talent Management and Organization Development (TMOD) works collaboratively with organizations throughout the Johns Hopkins community to ensure that an integrated process is available to attract, develop, engage, and retain the right talent with the knowledge, skills, and abilities to successfully meet individual and organizational goals and objectives.

Our services include:

- **Career Management** – We make available the most updated resources and tools to assist employees during their ongoing process of assessing and understanding their interests, skills, personality, and values as they relate to career choices throughout their employment life cycle.

- **Professional Development Courses** – We manage and deliver learning opportunities designed to develop individual skills and capabilities and align with competencies required for individual and organizational success. Courses include clinical, compliance, new employee orientation, information systems, financial (SAP), information technology, leadership development, executive coaching, management & professional skills.

- **Organization Development Services** – We provide organization development services to all organizations throughout the university; consultants may work in university-wide, school, or departmental projects. We work with university leaders to solve problems and improve organizational, team, and leadership effectiveness. Our services may include strategic planning, retreat design and facilitation, change management, process redesign, organizational redesign, team development, leadership development and executive coaching.

- **Talent Management Services** – We deliver consulting services based on an integrated approach to talent management that allows organizations within the university to develop their current and future workforce while effectively responding to organizational changes. At this time, these services include performance management, on-boarding, succession management, competency development, and workforce planning.

For additional information click the service title or visit our website [http://tmod.jhu.edu](http://tmod.jhu.edu)

Location: Talent Management and Organization Development, 1101 East 33rd Street, Suite C120, Baltimore, Maryland 21218

Contact Information:
Debbie Sampson, Senior Executive Director 443-997-6809
WORK, LIFE, AND ENGAGEMENT

The Office of Work, Life and Engagement supports the faculty and staff of The Johns Hopkins University and employees of The Johns Hopkins Hospital and Health System to achieve a healthy mix between work, personal life and academic pursuits. The intersections of work and life can divert time and attention in ways that impact our quality of life. As a result, we offer a wide range of programs and services aimed at bolstering each person’s work/life effectiveness.

Contact: Michelle Carlstrom, Senior Director, 1101 East 33rd Street, C100, Baltimore, MD 21218, Phone: 443-997-7000, Fax: 443-997-6609, www.hopkinsworklife.org

WorkLife Programs include:

- LifeSpan Services: provides family and care giving resources that include:
  - Aging Adult Services
  - Childcare Assistance
  - Flexible Workplace Options
  - Personal Preparedness
  - Pre-Retirement Resources
  - Resources for Caregivers

- Breastfeeding Support Program: includes private breastfeeding rooms throughout Johns Hopkins campuses, some equipped with hospital-grade breast pumps, and a Breastfeeding Support Coordinator who plans breastfeeding classes and develops online resources for mothers and managers

- Live Near Your Work: provides a cash grant to full-time, benefits-eligible employees purchasing homes in targeted Baltimore City neighborhoods

- J-List: facilitates an online community where anyone with a JHED ID and password can post a home for rent, purchase or sharing or join discussion forums related to childcare, parenting, and aging adults.

- WorkLife Presents: offers educational workshops and resource fairs on the Homewood and East Baltimore campuses

- Financial Perks: provides financial assistance programs such as Dependent Care Voucher, Backup Care, Discount Tickets and Special Event Pricing, and the Y of Central Maryland Partnership

- Staff Recognition: honors university employees in 5-year increments of service

- Retiree Program: recognizes retired university faculty and staff with special benefits and privileges

Services include one-on-one consultation, information and referral, and workshops. To receive a monthly newsletter with upcoming events, please email www.worklife@jhu.edu with ‘subscribe’ in the subject line.

Contact: Ian Reynolds, Director of WorkLife and Community Programs, 1101 East 33rd Street, C100, Baltimore, MD 21218, Phone: 443-997-7000, Fax: 443-997-6609, www.worklife@jhu.edu
The Faculty and Staff Assistance Program (FASAP) and the Johns Hopkins Student Assistance Program (JHSAP) serves faculty, staff, employees, and graduate, professional and medical students, offering:

- Free and confidential professional counseling service for emotional and mental health problems and challenges of daily living, similar to the EAP model
- On-site crisis response and support for critical incidents
- Workplace violence and risk assessment guidance and support to create a safe and healthy workplace
- Special expertise in supporting professionals and students with impairment, substance abuse, or behavior challenges

FASAP clinicians consult with faculty who lead and manage others to help resolve interpersonal conflicts between co-workers and subordinates. The office supports faculty with employees in the midst of performance and interpersonal conduct problems who may be referred to FASAP for counseling and problem-solving support on a mandated Condition of Employment (COE) referral.

JHSAP clinicians consult with faculty who are concerned about distressed or disruptive students. In a collaborative approach, the JHSAP clinician and the faculty member will problem-solve the most efficient way to handle the concern or situation. Depending on the nature and degree of the student’s difficulty, one of four referral types may occur—self, informal, facilitated, and mandated. Students are eligible for an assessment and short-term assistance managing the pressures and difficulties of their academic, professional, and personal lives. If longer-term assistance is appropriate, students may be referred to outside sources. JHSAP clinicians will work with Associate Deans/Deans in cases that call for Fitness for Study, Return to Study, Risk Assessment, and Conditions of Enrollment.

Professional Assistance Committee (PAC) serves physicians with behavioral and emotional difficulties, alcohol and substance abuse, physical illness and disabilities, interpersonal conflicts, and stress. The PAC works to facilitate the wellbeing 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 treats each case with the utmost confidentiality. 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.

Alissa Putman, PhD, Director of FASAP, 550 N Broadway, Suite 507, Baltimore, MD 21205, Phone: 443-997-7000, Fax: 410-955-4623, fasap@jhu.edu

Community Programs provide opportunities to engage by donating time, money, or resources, such as:

- Johns Hopkins Takes Time for Schools: a partnership that provides assistance to Baltimore City Public Schools by matching the talents of faculty and staff with on-site service opportunities
- Johns Hopkins University United Way Campaign
  - Johns Hopkins Neighborhood Fund: grants awarded to non-profit organizations in close proximity to Johns Hopkins campuses and associated with Johns Hopkins employees
- Adopt-a-Family/Adopt-a-Senior Holiday Program
• Homewood Campus Blood Drives
• Professional Clothing Drives

Contact: Ian Reynolds, Director of WorkLife and Community Programs, 1101 East 33rd Street, C100, Baltimore, MD 21218, Phone: 443-997-7000, Fax: 443-997-6609, www.worklife@jhu.edu