Office of Faculty Development (OFD)

Janice Clements, PhD  
Vice Dean for Faculty

Nauder Faraday, MD, MPH  
Senior Associate Dean for Faculty Dev.

Dave Yousem, MD, MBA  
Associate Dean for Professional Dev.

Rachel Levine, MD, MPH  
Associate Dean for Educational Dev.

Kim Skarupski, PhD, MPH  
Associate Dean for Faculty Development

Linda Dillon Jones, PhD  
Senior Faculty Development Consultant

Sydney Vargas, BA  
Program Coordinator

Monica Guy  
Senior Administrative Coordinator
The Office of Faculty Development (OFD)
http://www.hopkinsmedicine.org/fac_development

What We Do
Mission
The Johns Hopkins University SOM’s Office of Faculty Development creates and offers effective programs that develop and nurture our diverse faculty as leaders in clinical care, medical education, and research excellence. Our focus on enriching a culture of inclusion, respect, and engagement is fundamental in accomplishing the Johns Hopkins mission and in enabling the School of Medicine to attract and retain our talented faculty.

Vision
We envision a culture in which all faculty members are engaged, invested, and passionate about their career development.

Goals
- Partner with all levels of leadership to support faculty engagement and career advancement
- Deliver effective knowledge and skill-building programs centered on:
  - leadership development
  - mentoring
  - grant writing and research
  - teaching skills and educational scholarship
  - improving efficiency and effectiveness
  - work-life integration
Facilitate professional and peer networks.

Programs: Clinical Practice Toolkit & Economics of Clinical Operations
Seminars & Workshops:
- Promotion
- Turning your everyday clinical activities into scholarship
- Time Mgt.
- Negotiation
- Get that Paper out the Door!
- Mentee Rules
- WAGs

Programs on Teaching Excellence and Educational Scholarship
Coaching, Mentoring, Counseling, Work-Life Integration
Mindfulness Based Stress Reduction

Financial Literacy & Investing

Promotion Sessions

New Faculty Orientation, Extension at Rank mtgs., & Exit Interviews

Epic Faculty Clinical Scholars Program

Senior Faculty Transitions Program (Next Chapter series) & The Academy

Specific Aims Speed Review Sessions (K2R)

Myers Briggs Type Inventory

Biomedical and Scientific Writing & Writing Retreats

Junior Faculty Leadership Program

WAGs (Writing Accountability Groups)
Coming Attractions (Summer)

- **May 30 – August 8 - MBSR**
- **June 20**
  - Conflict Competent Leadership
- **June 26**
  - Emotionally Intelligent Leadership
- **July 17** – Enneagram: Personality Typing Tool for Increased Self-Awareness & Improved Work Relationships
- **July 19 & July 26**
  - Two-Part Writing Retreat for Junior Faculty in the SOM
- **July 31**
  - The Science of Effective Communication
Coming Attractions (Fall)

- Sept. 30
  - APPC Info Session
- Oct. 2
  - PPC Info Session
- Oct. 8 – New Faculty Orientation
- Oct. 23
  - Unbiased Personal Finance
- Oct. 28
  - Investing Basics
- Oct. 30
  - The Science of Effective Communication
- Nov. 1 & Nov. 12
  - Two-Part Writing Retreat for Junior Faculty in the SOM
- Nov 5 & 6
  - ECO (Economics of Clinical Operations)
- Nov. 13
  - WAG Seminar
OFD Oversight - Advisory Boards
OFC - Junior Faculty Resource Advisory Council (JRAC)

JRAC Charge:

a) identify the support needed from leadership and senior faculty for junior faculty dev.

b) prioritize the faculty dev. needs of junior faculty members in the School of Medicine (SOM) in alignment with the SOM’s strategic plan

c) serve as a liaison for faculty development in each respective department/section

<table>
<thead>
<tr>
<th>JRAC</th>
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<tbody>
<tr>
<td>Anesthesiology &amp; Critical Care Medicine</td>
<td>Michael Banks, MD</td>
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<tr>
<td>Dermatology</td>
<td>Anna Grossberg, MD</td>
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<tr>
<td>Emergency Medicine</td>
<td>Nathan Irvin, MD</td>
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<tr>
<td>Gynecology and Obstetrics</td>
<td>Jenell Coleman-Fennell, MD, MPH</td>
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<td></td>
<td>Carolyn Sufrin, MD, PhD</td>
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<tr>
<td>Medicine</td>
<td>Natalie West, MD</td>
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<td></td>
<td>Monica Mukherjee, MD, MPH</td>
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<td></td>
<td>Damani Piggott, MD, PhD</td>
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<tr>
<td>Molecular and Comparative Biology (Basic Sciences)</td>
<td>Kelly Metcalf Pate, DVM, PhD, DACLAM</td>
</tr>
<tr>
<td>Neurosciences (Neurology &amp; Neurosurgery)</td>
<td>Christopher Oakley, MD</td>
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<td>Shiv Saidha, MBBSch</td>
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<td></td>
<td>Solange Brown, MD, PhD</td>
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<td></td>
<td>Larry Le, MD</td>
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<tr>
<td>Oncology</td>
<td>Jonathan Webster, MD</td>
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<tr>
<td>Ophthalmology</td>
<td>Bonnelelin Swenor, PhD</td>
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<tr>
<td>Orthopaedic Surgery</td>
<td>Ranjit Varghese, MD</td>
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<tr>
<td>Otolaryngology and Head and Neck Surgery</td>
<td>Marietta Tan, MD</td>
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<tr>
<td>Pathology</td>
<td>Laura Wood, MD, PhD</td>
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<tr>
<td>Pediatrics</td>
<td>Ann Kane, MD</td>
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<tr>
<td></td>
<td>Christy Sadreameli, MD</td>
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<tr>
<td>Plastic Surgery</td>
<td>Giorgio Raimondi, PhD</td>
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<tr>
<td>Psychiatry and Behavioral Sciences</td>
<td>Tradi J. Speed, MD, Ph.D.</td>
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<tr>
<td></td>
<td>Rheanna Platt, MD, MPH</td>
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<tr>
<td>Radiology and Radiological Sciences</td>
<td>Oluwatoyin (Toyin) Idowu, MD</td>
</tr>
<tr>
<td>Radiation Oncology and Molecular Radiation Sciences</td>
<td>Ana Ponce Kress, MD, PhD</td>
</tr>
<tr>
<td>Surgery</td>
<td>Sandy Hwang Fang, MD, FACS, Christian Jones, MD, FACS</td>
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</tbody>
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**OFD - Senior Advisory Council (SAC)**

- **Strategic Plan: PEOPLE**
- “Enhance support for junior faculty”
- **Charge** = make recommendations concerning policies, programs, and initiatives to support the development and promotion of faculty in the SOM and to serve as a liaison for faculty development in each dept./section
- **Harmonize with Faculty Senate**

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<tr>
<th>Department</th>
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<tr>
<td>Anesthesiology &amp; Critical Care Medicine</td>
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<tr>
<td>Dermatology</td>
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<tr>
<td>Emergency Medicine</td>
<td>Arjun Chanmugam, MD, Scott Levin, PhD</td>
</tr>
<tr>
<td>Gynecology and Obstetrics</td>
<td>Howard Zacur, MD, PhD</td>
</tr>
<tr>
<td>Medicine</td>
<td>Eric Bass, MD, MPH, Kristin Rieker, PhD, Lee Daugherty Bidlison, MD</td>
</tr>
<tr>
<td>Neurosciences (Neurology &amp; Neurosurgery)</td>
<td>Seth Blackshaw, PhD, Nicholas Maragakis, MD, Shan Sockanathan, MD, Timothy Witham, MD</td>
</tr>
<tr>
<td>Oncology</td>
<td>Diane Hayward, PhD, Richard Jones, MD</td>
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<tr>
<td>Ophthalmology</td>
<td>Neil Miller, MD</td>
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<tr>
<td>Orthopaedic Surgery</td>
<td>Jim Ficke, MD</td>
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<tr>
<td>Otolaryngology and Head and Neck Surgery</td>
<td>Simon Best, MD</td>
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<td>Pathology</td>
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<tr>
<td>Pediatrics</td>
<td>Barbara Flvush, MD, Jim Casella, MD</td>
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<tr>
<td>Plastic Surgery</td>
<td>Anthony Tufarol, DDS, MD</td>
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<tr>
<td>Psychiatry and Behavioral Sciences</td>
<td>Kellie Tamashiro, PhD, Eric Strain, MD</td>
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<tr>
<td>Radiology and Radiological Sciences</td>
<td>Kristine Glunde, PhD, Dave Yousem, MD, MBA</td>
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<tr>
<td>Radiation Oncology and Molecular Radiation Sciences</td>
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<tr>
<td>Physical Medicine and Rehabilitation</td>
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<tr>
<td>Surgery</td>
<td>David Efrus, MD, Susan Gearhart, MD</td>
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<tr>
<td>Urology</td>
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<tr>
<td><strong>BASIC SCIENCES</strong></td>
<td>Geraldine Seydoux, PhD, Randy Reed, PhD</td>
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<tr>
<td>PHYSIOLOGY</td>
<td>Svetlana Lutsenko, PhD</td>
</tr>
<tr>
<td>BIOLOGICAL CHEMISTRY</td>
<td>Stephen Gould, PhD</td>
</tr>
<tr>
<td>CELL ENGINEERING</td>
<td>Dr. Jeff W.M. Bulte, PhD</td>
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<tr>
<td>ICTR/CTSA Liaison</td>
<td>Gail Daumit, MD, MHS</td>
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<tr>
<td>IEE</td>
<td>Joe Cofrancesco, MD, MPH</td>
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<td>HR</td>
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<td>Office of Work, Life, and Engagement</td>
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<tr>
<td>Office of the Vice Dean for Education</td>
<td>Todd Dorman, MD</td>
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**Mahadevappa Mahesh, MS, PhD**  
Chair

**Bonnielin Swenor, PhD**  
Vice Chair
Education
Foundations of Teaching and Learning

1 hour: Web based pre-work
   - Two IEE “Improve your Teaching” Modules
     - Approaches to Teaching and Learning
     - Formative Feedback

3 hour: Live session workshops
   - Review of Learning Theory / Teaching models
   - Small group facilitation
   - Feedback and Coaching

1 hour: “optional” (Select one)
   - Effective/Interactive Lectures
   - Clinical Teaching Toolbox
Workshop: Turning your everyday activities into scholarship

• Rachel Levine, MD, MPH, Assoc. Prof. Medicine, Assoc. Dean for Educational Development
• Janet Serwint, MD, Professor, Pediatrics, Vice Chair of Pediatric Education, Director of the Pediatric Residency Program

Workshop Objectives:
• Know the different types of scholarship, as well as a framework for assessment of scholarship
• Consider how your everyday work presents opportunities for scholarship
• Explore barriers and facilitators for scholarship development
• Design your individualized scholarship roadmap
Vice Dean’s Series on Teaching Excellence

Teaching the Principles of High Value Care: An Educator’s Workshop

Interactive workshop focused on promoting high value care in the clinical environment

Drs. Accurso, Pahwa, and Sateia are national leaders in educating providers on how to teach high value care. They have all developed curricula both locally and nationally. Their most recent workshops have focused on providing tools and resources for providers to improve teaching of appropriate utilization.

This educational workshop is part of periodic series sponsored by the Offices of the Vice Dean for Faculty and the Vice Dean for Education.

RSVP by April 15th: OFD@jhmi.edu
Research - Scholarship
Interactive Symposium: “Getting that Paper out the Door: Pearls & Pitfalls for Publishing”

- **Dave Yousem, MD, MBA** Professor, Neuroradiology, Assoc. Dean for Professional Development; Director of Neuroradiology; Vice Chairman of Program Development
- **Kim Skarupski, PhD, MPH** Associate Dean, Office of Faculty Development; Associate Professor (Geriatric Medicine & Gerontology)
- **Richard Edden, MSc, PhD** Associate Professor, Radiology and Rad. Science / **Nick Puts, Bsc, MSc, PhD** Assistant Professor, Neurorad.

Do you struggle with getting those papers done? Have you been scooped by other investigators because you were late getting your paper published? Do you stare at the computer screen not knowing how to complete that manuscript? It’s time to address those issues and learn how to get those papers out the door! Panelists who specialize in clinical, basic science, translational research, and outcomes research will offer ways to overcome your writing hurdles. Before the session, participants who have RSVP’d will be asked to identify their most significant barrier to writing productivity. The panelists will structure their presentations and activities around the most significant writing barriers that the attendees themselves have identified. Participants will leave the session having identified several strategies for increasing writing productivity….on their way to academic success. Come, learn and write!
K Writing Retreat: Writing successful K applications – beyond the basics

- Overview of K Awards
- Programs Officer’s & Reviewers’ Perspectives
- Letters & Biosketches
- Panel Discussions:
  - K99/R00/K25
  - K08, K23
  - K01
  - Revise & Resubmit status
- Speed Review of Specific Aims

- Sponsors: Professional Development and Careers Office (PDCO), ICTR, & OFD
Research ‘Accountability’ Groups

- **Pre-KIGs (Pre-K Investigator Groups)** - for faculty writing/planning to write a K
- **CRIGs (Clinical Research Investigator Groups)** - K awardees conducting clinical research
- **BRIGs (Basic Research Investigator Groups)** - K awardees conducting basic research
- **GRIGs (Grant Review Investigator Groups)** – meet twice monthly to review Specific Aims

Peer-facilitated, social support, networking opportunities to discuss and share information on various topics as relevant:

- developing a cohesive research plan
- writing the research progress reports
- sharing research resources
- building a mentoring team
- preparing for the R application
- getting publications out the door
- responding to grant reviewers
- hiring a Research Assistant
- identifying other funding
- practicing work-life integration
- IRB issues
- getting promoted

- **JHBoxes** archiving valuable information and resources!
- **Special Presentations**
  - Grant-Writing: Training Grants – K Awards (Cherie Marvel)
  - Tips from a Reviewer’s Perspective (Stephen Camarata)
  - How to Build a Research Mentoring Team (Jennifer Haythornthwaite)
  - Running a Research Lab- Clearing the Administrative Hurdles (Jeff Rothstein)

*OFD & ICTR collaboration*
Specific Aims – Speed Review Sessions

- K’s, R’s, “Other” (foundation, industry, etc.)
- 10-12 participant’s specific aims critiqued in 5-minutes by a panel of funded investigators.

- Co-sponsors: ICTR, PDCO, OFD
“Biomedical and Scientific Writing: A Review-Intensive Course for Junior Faculty”

- 16 hours: 8 classes
  - Part I: weekly classes for 4 weeks
  - Part II: biweekly over 8 weeks

- Goals:
  - to significantly increase the participant’s skills in writing a research paper for submission to a peer-reviewed journal
  - to strengthen the participant’s skills in giving constructive critique to their peers.

Email: spoynton@jhmi.edu
**Question**: What happens when…

4-8 faculty members commit to 1 hour/wk for 10 weeks?

**Answer**:

- Increased writing frequency
- Shorter writing session durations
- Greater perceived control over the writing process
- Built-in social support network
- Unmitigated joy!
Writing Accountability Groups (WAGs): Establishing sustainable writing habits

Kimberly Skarupski, PhD, MPH
Associate Dean, Office of Faculty Dev.

- A WAG is an active writing group that meets weekly for a 10-week block
- 4-8 members, peer-facilitated
- Agenda:
  - 15 minutes of updates
  - 30 minutes of writing
  - 15 minutes of reporting and wrap-up
- Participants must commit to at least 7 of the 10 sessions
- Faculty Bonus: Participants receive the “How to Write a Lot” book

  - Email: Kskarupski@jhmi.edu
  - Wagyourwork.com
Clinical Distinction
Your Academic Clinical Practice Toolkit: Maximizing your success

- 2 ½ day workshops with Hopkins experts!
  - **Day 1**: Creating a successful patient-centered practice
  - **Day 2**: Advancing your academic career through your clinical practice

- **Finances, RBRVS system, defining clinical success, developing a new product/service, scholarship, administration, promotion, panels, resources, optional sessions**
Economics of Clinical Operations (ECO)

OBJECTIVE: To educate faculty on how to maximize revenue and rapidly adjust to economic changes that affect clinical operations.

TARGET AUDIENCE: Division Directors, new Department Directors, and Interdisciplinary Care leaders responsible for their finances. Faculty members who direct existing or who are developing new clinical programs, and those who are pursuing the clinical excellence pathway for academic advancement.

FORMAT: Case-based: reviewing topics in the financial management of clinical practices. For full course description, see attached document.

REQUIREMENTS: Nominated by Department Director; Able to attend both days of the seminar

APPLICATION PROCESS: Complete a form; Must be signed by both Dept. Director and Nominee; Attach CV.

QUESTIONS: Email Dr. David Yousem, dyousem1@jhu.edu.
Epic Faculty Scholars Program (EFSP)

• Part of JHUSOM’s efforts to support clinicians (at least 60% patient care) and clinical research
• Goal: to provide wrap-around support services to participant teams to test hypotheses, answer research questions, and produce scholarship using the Epic database.
• 10 teams of investigators (PI commitment = 10% protected time)
• Each time gets biostat, CCDA programming, data mgt., & writing support

2018 AWARDEES
Geeta Sood
Heather Sateia
Farwaz All Ammary
John Probasco
Marina Schuster/Manisha Loss
Philip Spevak
Donna Neale
Michele Horner
Shabina Ahmet/Misha Zilbermint
Uma Srikumaran

2019 AWARDEES
Fasika Woreta
Daniel Sciubba
Traci Speed
Lee Goeddel
Alejandro Garcia
Sara Mixter
Jessica George
Paul Nestadt
Brindusa Truta
Debra Mukherjee
Professional Development
New* Faculty Orientation

Janice Clements, PhD
Vice Dean for Faculty
Professor of Comparative Medicine

- Open to all SOM faculty, regardless of start-date.
- Come and meet the deans and SOM leaders.
- Learn how to build a meaningful career at Hopkins:
  - what it takes to succeed
  - find mentorship
  - get promoted
  - fund your research
  - build collaborations
  - practice healthy work-life integration

*Appropriate for all senior and new full and part-time faculty members!
Conversation with Vice Dean Janice Clements:
Are you on track?

- Hopkins has a single promotion “track,” that is, all faculty members carry the same title (Professor, Associate Professor, Assistant Professor) without qualification.
- The common elements required for faculty advancement are excellence in scholarship and impact upon one’s field.
- Recognition for scholarship and leadership can be achieved through a variety of career pathways.
- Are you on track for promotion?
Empower yourself! *Join us* to learn about the Hopkins promotions process to Associate and/or Professor on the different pathways.

Our interactive session will offer answers to questions like:
- What is the purpose of the director’s nomination letter?
- What is the Nomination Manager?
- What is an H-index and do I need to worry about it?
- How do I know if I’m ready?

You will also learn about supportive resources available to you. Time is available to answer lingering questions and seek clarification.

Register [HERE](http://www.hopkinsmedicine.org/fac_development/career_path/appointments/). The session will also be *broadcast via live feed*. If you are unable to attend, the session will be recorded and posted [HERE](http://www.hopkinsmedicine.org/fac_development/career_path/appointments/)

**Q. Oh no, I can’t make those dates!**

**A. Information + recorded sessions on OFD website**
New Promotion Videos & Podcasts!

http://www.hopkinsmedicine.org/fac_development/career_path/appointments/

Office of Faculty Development

Overview
About Us
Educators
Clinicians
Researchers
Career Path
- Overview
- Appointment & Promotions

Appointment & Promotions
This page includes information that is vital for the promotion process, including a seminar on the principles and processes, and sample CVs.

- Promotion at Hopkins
- Promotion and Tenure: Samples
  - PODCAST: Principles and process of promotion to Associate Professor at JHSM
  - PODCAST: Principles and process of promotion to Full Professor at JHSM

Promotion at Hopkins: Principles and Process (SOM Faculty Only)
Sponsored by the Office of Faculty Development (OFD)

April 5, 2016 | 12:00 - 1:30 PM | Choyce Chase Auditorium, Zayed 2119A | RSVP

Speakers: Estella Gaudo, MD, Chair, SOM Associate Professor Promotions Committee, Professor of Pediatrics, Justin C. McArthur MBBS, MPH, FAAN, Chair of the Professional Promotions Committees and Professor of Neurology, Pathology, Medicine, and Epidemiology Director, Department of Neurology.

Become informed about the promotions process at Johns Hopkins school of Medicine from the Chairs of the Full and Associate Professor Promotions Committees. In this session, you will learn how to structure your CV and prepare it in the format expected by departmental and SOM promotions committees. You will also learn about the typical content seen in CV's of those who are promoted to Associate and Full Professor and how the two committees process and evaluate your nomination for promotion. At the end of the session, you will be well informed about the promotions process at the SOM, the requirements for academic promotion, the purpose of the dean's letter, the H-index, the Nomination Manager, utility of the educator's and program builder's portfolio and what is NRP. Following the presentations, there will be a Q&A session.

1. Video Recording (January 2014 Session)
2. Professorial Promotions Committee (PPC) Slides
3. Associate Professor Promotions Committee (AP/PC) Slides

Promotion and Tenure - CV Samples and Chairs’ Letters for Promotion

Please email Karen Parkent ksparkent@jhmi.edu for questions regarding formatting your CV.

VIDEO: New CV template
Junior Faculty Leadership Program (JFLP)

Program Curriculum (Jan.-July)

Eight, three-hour sessions:

• Core leadership competencies
• Building your career
  Myers Briggs type inventory
• Individual development plans
• Negotiation skills
• Communicating in a diverse #MeToo world
• Presenting yourself as a leader
• Making the most of your mentor/mentee & sponsor experiences
• Unwritten rules for success – Getting promoted
• Conflict management & mediation
Emerging Women’s Leadership Program (EWLP) (Jan. – Nov.)

Office of Women in Science and Medicine (OWISM): Senior Assoc. Dean for Women, Dr. Barbara Fivush
https://www.hopkinsmedicine.org/women_science_medicine/

Nine, two-hour sessions: (break: July, August)

Myers-Briggs, Core Values, Building Resilience, Building your Mission Statement and Saying No, Graceful self-promotion, Mentoring best practices, Increasing Scholarly Productivity, Negotiation, Creating your Leadership Presence
Partner: Talent Management (TM)

Leadership Skill Building for Faculty

- Flex Talk: Using an Understanding of MBTI Type to Create More Productive Outcomes
- Speak like a Pro I
- The Basics Becoming a Conflict Competent Leader
- Speak like a Pro II - Videotaping
- Relationship Awareness Theory
- Getting and Staying Organized
- The Art of Negotiation
- Communicating with Others
- Effective Meetings in Half the Time

Register through 
MyLearning!
http://learning.jhu.edu
http://tmod.jhu.edu

Questions: Carolyn@jhu.edu

Other TM specialties: Team Building, Strategic Planning, Retreats
Other OFD Resources & Services

The Myers Briggs Type Indicator (MBTI) Sessions (Yousem & Skarupski)

Counseling/Coaching: academic career; work-life integration; 360s

Faculty Development “on Demand”:
- Special sessions (e.g., Individual Development Plans; civility, resilience, team building, communication)
- Focus groups
- Retreats

New Director Onboarding
Departmental Reviews
Senior Faculty Transitions
Faculty Satisfaction Survey
Faculty Exit Interviews
Editorial Review Service
How may we serve you?

Please let us know your ideas and recommendations for faculty development!

Kim Skarupski
kskarupski@jhmi.edu
410-502-5520 (direct)
410-925-0257 (cell)

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