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| 9/26/16    | Introduction to the AFA & Your | All facilitators             | • Get to know the 2016-17 AFA cohort and facilitators  
• Identify program and individual goals  
• Learn about each other’s academic interests and projects  
• Connect with your learning community peers and identify how you would like to work together this year                                                                 | • Complete the photo roster template with your information  
• Bring in poem, saying, song, piece of art, cartoon, or joke that describes what you hope to accomplish this year                                                                                       | Communication                   |
| 10/24/16   | Mentoring & Developmental      | Emelia Benjamin             | • Identify the strengths & gaps in your developmental network  
• Create plan to strategically enhance your network  
• Develop skills to conduct informational interviews and network  
• Identify personal and systemic barriers to you and others creating robust developmental networks                                                                                   | • Read Kram K & Higgins M. A New Mindset on Mentoring: Creating Developmental Networks at Work. MIT, 2009.  
• Complete pages 2&3 of Developmental Network Map and bring it with you  
• Read Guide to finding a mentor                                                                                                                                         | Career Development              |
| 10/31/16   | Self-Assessment: Identifying   | Laura Pendlebury, Program    | • Recognize your personality style, its strengths and vulnerabilities “a strength overused becomes a vulnerability”  
• How can you flex your personality style to be more effective in your interactions with others  
• Identify how diversity in personality styles if honored enhances productivity                                                                                   | • Complete the DiSC personality assessment (link sent to you by Leah Boecker)                                                                                                                                             | Leadership                      |
|            | your personality & leadership  | Director, Organizational     |                                                                                                                                                    |                                                                                                                                                                                                                |                                 |
|            | style                           | Behavior, BU HR              |                                                                                                                                                    |                                                                                                                                                                                                                |                                 |
| 11/7/16    | Demystifying the Promotions    | Kitt Shaffer Judith Jones    | • Understand BUMC criteria for promotion  
• Enhance your BU CV to effectively reflect your professional successes & passions                                                                                                               | • Update your CV in BU format and be prepared to share it in small groups  
• Review promotions guidelines:  
  • BUSM: [http://www.bumc.bu.edu/bumc-facultycentral/files/2015/05/Guidelines-for-Faculty-Appointments-Promotions_10-29-14.pdf](http://www.bumc.bu.edu/bumc-facultycentral/files/2015/05/Guidelines-for-Faculty-Appointments-Promotions_10-29-14.pdf)  
  • SPH: emailed separately                                                                                                                                            | Career Development              |
2016-17 Academy for Faculty Advancement Curriculum

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| 11/21/16 | Time Management             | Robina Bhasin           | • Identify projects/tasks of highest and lowest value to your career and life goals, and map back to how you are currently spending your time  
• Identify when “progress not perfection” is appropriate  
• Commit to incorporating the time management strategies that will enable you to enhance your efficiency, effectiveness, and vitality  
• Complete time tracker for 3-7 days  
• 7 Questions to Ask Yourself When Approached With a Project  
Read at least 2 of the following articles:  
• Clark, D. [How to Say No to Things You Want to Do](https://hbr.org/2016/01/how-to-say-no-to-things-you-want-to-do)  
• Lowenstein, SR. Tuesdays to Write… A Guide to Time Management. [Academic Emergency Medicine](https://academicemergencymedicine.org), Society for Academic Emergency Medicine, 2008.  
• Giang, V. These Are the Long-Term Effects of Multitasking. [Fast Company](https://www.fastcompany.com), March 1, 2016.  
| 11/28/16 | Leading High Performing Teams | Mark Braun, Program Director, Organization al Behavior, BU HR | • How to maximize the strengths of diverse people on a team (personalities, skills, disciplines)  
• Recognize the qualities of and barriers to high performing teams  
• Develop strategies to get the most out of your meetings  
• Identify your personal tendencies that can enhance or detract from a team’s effectiveness  
Identify factors that contribute to effective teams (including delegating effectively, setting expectations, and holding team members accountable)  
• What Google Learned From Its Quest to Build the Perfect Team, NY Times, Feb 2016  
• Amy Edmonson TED talk | Leadership Communication |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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<td>12/5/16</td>
<td>Mattering: Creating productive &amp;</td>
<td>Lisa Fredman</td>
<td>• Identify how mattering theory impacts your professional relationships  &lt;br&gt;• Incorporate mattering theory to foster more fulfilling and productive professional relationships</td>
<td>• Straus SE et al. Characteristics of Successful and Failed Mentoring Relationships: A Qualitative Study Across Two Academic Health Centers. Acad Med. 2013 January ; 88(1): 82–89.  &lt;br&gt;• Sambunjak D et al. A Systematic Review of Qualitative Research on the Meaning and Characteristics of Mentoring in Academic Medicine. J Gen Intern Med 25(1):72–8  &lt;br&gt;• Read at least one of the above articles  &lt;br&gt;• Come prepared to talk about the following questions during the presentation:  &lt;br&gt;  • What are two (2) questions about mentoring that you would like to have covered in today’s presentation?  &lt;br&gt;  • From your experience, what are characteristics of a successful mentorship? Why?  &lt;br&gt;What are characteristics of an unsuccessful mentorship? Why?</td>
<td>Career Development  &lt;br&gt;Communication</td>
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<tr>
<td>12/12/16</td>
<td>Mid-Year Presentations</td>
<td>All participants</td>
<td>• Encourage forward momentum on projects  &lt;br&gt;• Learn about your peers’ projects and interests  &lt;br&gt;• Identify challenges and generate solutions with your peers</td>
<td>• Complete the mid-year update template  &lt;br&gt;• Email your mid-year updates to Robina prior to the session, and bring copies of it for your learning community members.  &lt;br&gt;• During the session you will have ~10 minutes to informally present your mid-year update, focusing on the following points:  &lt;br&gt;  • Project milestones achieved to date  &lt;br&gt;  • A specific project challenge you would like the LC’s support on  &lt;br&gt;  • Description of what “success” on your project would look like by May  &lt;br&gt;  • Lessons learned in first semester of AFA  &lt;br&gt;• What you hope to learn in the coming semester</td>
<td>Communication</td>
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| 1/9/17   | Work-Life Integration                   | Past AFA Alumni                        | - Identify what drives your passion in your home life and work life  
- Develop strategies to have a fulfilling life in the short and long term  
- Identify what recharges your batteries  
- Determine topic(s) of wildcard session in April | - Write the speech for your retirement party or obituary (whichever you prefer to write)  
- Identify the topic for wildcard session in April missing from the curriculum that would be high value for you | Work/Life Integration  
Career Development                                                                                                              |
| 1/23/17  | Academic Writing                        | Peter Cahn                              | - Overcome barriers to getting started on writing projects  
- Present scientific ideas clearly  
- Edit manuscripts to refine the argument | Reflect and write responses to questions:  
- When do you find yourself procrastinating most during a project?  
- What do you read for fun? What can you learn from non-academic writers?  
- How can you use your AFA colleagues to hold you accountable to your writing goals?  
Read the following articles:  
- Perneger TV, Hudelson PM. Writing a research article: advice to beginners. Int J Qual Health Care 2004; 16(3), 191–2. PMID: 15150149.  
| 2/6/17   | Writing Proposals & Obtaining Funding   | James Moses (clinical track), Sharon Levine (education track), Judith Jones (clinical investigator track), & Lisa Fredman (population science) | - Develop strategies to write effective proposals for funding  
- Identify appropriate funding sources for your proposals  
- Identify campus resources to support proposal writing and grant application processes | One-page description of topic you’d like to seek funding for:  
- Significance/innovation  
- Potential funding sources  
- What kind of proposal does funder require?  
- Challenges/barriers to writing proposal or obtaining funding  
- Potential approaches to overcome barriers | Communication                                                                                                               |
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<td>2/27/17</td>
<td>Unconscious Bias</td>
<td>Yvette Cozier &amp; Larry Dunham</td>
<td>• Recognize that bias is human and that it impacts all parts of all of our lives</td>
<td>• Take at least 2 of the implicit association test (<a href="https://implicit.harvard.edu/implicit/">https://implicit.harvard.edu/implicit/</a>)</td>
<td>Leadership</td>
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<td>• Identify what the negative consequences of bias are</td>
<td>• Read Unconsciousness Raising and at least one of the other articles</td>
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<td>• Develop strategies to become more aware of and mitigate our biases</td>
<td>• Reskin B. Unconsciousness Raising. <em>Regional Review.</em> 2005; Q1: 33-37.</td>
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<td>• Have tools to effectively recognize and acknowledge when we observe instances of</td>
<td>• Miller DP, Jr., Spangler JG, Vitolins MZ, Davis SW, Ip EH, Marion GS and Crandall SJ. <em>Are medical</em></td>
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<td>unconscious bias with our learners and colleagues</td>
<td><em>medical students aware of their anti-obesity bias?</em> <em>Acad Med.</em> 2013;88:978-82. PMID: 23702519. 3930920.</td>
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<td>Hoffman KM, Trawalter S, Axt JR and Oliver MN. <em>Racial bias in pain assessment and treatment</em></td>
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<td><em>recommendations, and false beliefs about biological differences between blacks and whites.</em> <em>Proc Natl</em></td>
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<td><em>Acad Sci U S A.</em> 2016. PMID: 27044069.</td>
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<tr>
<td>3/6/17</td>
<td>Having Difficult Conversations</td>
<td>Francine Montemurro</td>
<td>• Identify what a successful outcome of a difficult conversation would look like</td>
<td>Su, AJ. How to Prioritize Your Work When Your Manager Doesn’t. HBR, January 2017.</td>
<td>Leadership</td>
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<td>• Recognize the key elements that should be considered prior to embarking on a difficult</td>
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<td>• Develop skills to have a difficult conversation with someone senior to you in the organization</td>
<td>• <a href="https://www.aamc.org/members/gwims/resources/381258/conversationsofopportunity.html">https://www.aamc.org/members/gwims/resources/381258/conversationsofopportunity.html</a></td>
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<td>• <a href="https://www.ted.com/talks/scott_dinsmore_how_to_find_work_you_love?language=en">https://www.ted.com/talks/scott_dinsmore_how_to_find_work_you_love?language=en</a></td>
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<td>3/27/17</td>
<td>Turning How You Spend Your Day into Scholarship</td>
<td>Sharon Levine &amp; Katherine Gergen-Barnett</td>
<td>• Understand what “scholarship” encompasses</td>
<td>After you watch the TED talk, please reflect on and write down a few notes about what you are</td>
<td>Career Development</td>
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<td>• Develop strategies to strategically and effectively say “yes” and “no”</td>
<td>most passionate about/ what your core values are</td>
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<td>• Identify how to “make it count 4 times”</td>
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<td>• Recognize opportunities &amp; approaches to enhance your national reputation</td>
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<td>• How to turn your AFA project into scholarship</td>
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| 4/3/17  | Resilience in Academic Health Sciences | Emelia Benjamin      | • Identify barriers to your professional growth, including shame, vulnerability and burn out  
• Identify areas that detract from your resiliency and develop a plan to address  
• Practice primordial prevention – ‘resilience is a muscle’                                           | • Watch Brene Brown TED talk  
https://www.ted.com/talks/brene_brown_on_vulnerability?language=en  
• Complete Maslach Burnout Scale                                                                     | Leadership, Work/Life Integration                                                                     |
| 4/23/17 | Giving Effective Presentations         | Robert Lowe          | • Develop strategies to engage your audience  
• Format visual materials to illustrate a talk                                                                                                                | • Bring a presentation you want to have workshoped  
• Wezowski, K. 6 Ways to Look More Confident During a Presentation. HBR, April 2016.                  | Communication                                                                                         |
| 5/15/17 | Negotiation                            | Francine Montemurro  | • Develop and practice skills to negotiate effectively                                                                                                       | • Send Robina a brief description of a situation from your life in which you have had to negotiate, or will need to negotiate (due before session)  
• Read the attached (brief) document on the 7 elements of effective negotiations  
• Optional readings (Francine highly recommends the first one):  
  o http://www.colorado.edu/conflict/peace/treatment/pricneg.htm  
  o Negotiation Skills for Physicians  
Think of a negotiation you have had (at home or at work) in the past week.                           | Communication, Leadership                                                                           |
## Final Presentations

**Date**: 5/22/17  
**Session Topic**: Final Presentations

**Facilitator(s)**:  

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| • Present to your cohort the most important aspects of the AFA for you. This may include:  
  o Your project  
  o A particular area in which you have grown over the course of your time in the AFA  
  o How the AFA has impacted your career development  
  • Presentations may include:  
    o Accomplishments  
    o Next steps  
    o Lessons learned  
  • What you wish you had learned                                                                 | Prepare presentation: 5 slides/5 minutes | Communication, Leadership |