

FACULTY DEVELOPMENT AND DIVERSITY COMMITTEE

ANNUAL REPORT 2011-2012

VISION

Foster a respectful, creative and collaborative environment that will support the faculty to reach their full potential and maximize their contributions to the educational, research, clinical, and service missions of Boston University, Boston Medical Center, and the Evans Memorial Department of Medicine.

GOALS

1. Enhance faculty retention, advancement, and success
2. Enable faculty to develop new professional skills
3. Increase faculty awareness of professional development opportunities
4. Build community among diverse faculty members
5. Increase recognition for faculty members' achievements

MEETING HIGHLIGHTS

- Drafted and approved committee bylaws
- Invited nurse practitioner faculty to describe their professional development needs
- Created a subcommittee to nominate faculty for external awards
- Discussed collaboration with BMC's Minority Physician Recruitment Program
- Welcomed the new BMC chaplain
- Reviewed findings of focus groups with mid-career faculty
- Collaborated with Office of Diversity and Multicultural Affairs to brainstorm ways to create an inclusive work environment
- Established process for education research pilot grants
- Offered suggestions for the creation of a clinical leadership program
- Considered new mentoring models for faculty

COMMITTEE MEMBERS

Jane Liebschutz, MD, *Chair*
Isabel Dominguez, PhD, *Vice Chair*

Sonia Ananthakrishnan, MD
Phyllis Carr, MD
Marjory Charlot, MD
Kimberly Claude, ANP-BC
Francis A. Farraye, MD, MSc
Caroline A. Genco, PhD
Michael H. Jeong, MD
Angela H. Jackson, MD
Stephanie Lee, MD, PhD
Sharon A. Levine, MD
Weining Lu, MD
Paola Massari, PhD
Matthew L. Russell, MD
Christopher Shanahan, MD
Gopal Yadavalli, MD
Michael York, MD

Vice Chair for Faculty Development and Diversity
Emelia Benjamin, MD, ScM

Director of Faculty Development and Diversity
Peter S. Cahn, PhD

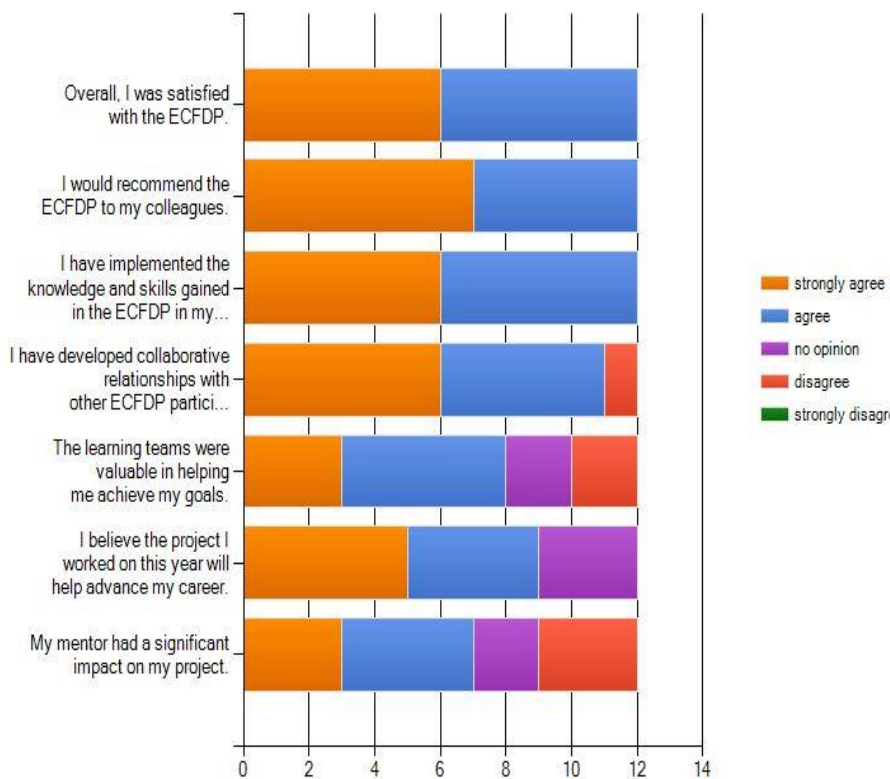


Goal: Enhance Faculty retention, advancement, and success

STRATEGY: MENTORING

The first cycle of the Academy for Faculty Advancement ended in December 2011. Eighteen early career faculty from all three schools on the medical campus participated in a longitudinal mentoring program designed to equip them with research, teaching, and career development skills to succeed in academic medicine.

Please indicate how well these statements describe your experience in the Early Career Faculty Development Program.



Sample comments:

- The program was the right step, in the right direction, and at the right time. Well-coordinated, well-structured, and relevant.
- Thanks so much for creating this program. I really appreciate the time and effort you put in and feel sure that it will help me in my career. Not to mention the fact that I got to meet great people across the campus with whom I hope to stay in contact in the future!

2012-2013 MENTORING PROGRAM PARTICIPANTS

Goldman School of Dental Medicine
Srinivas Ayilavarapu
Eleni Kanasi

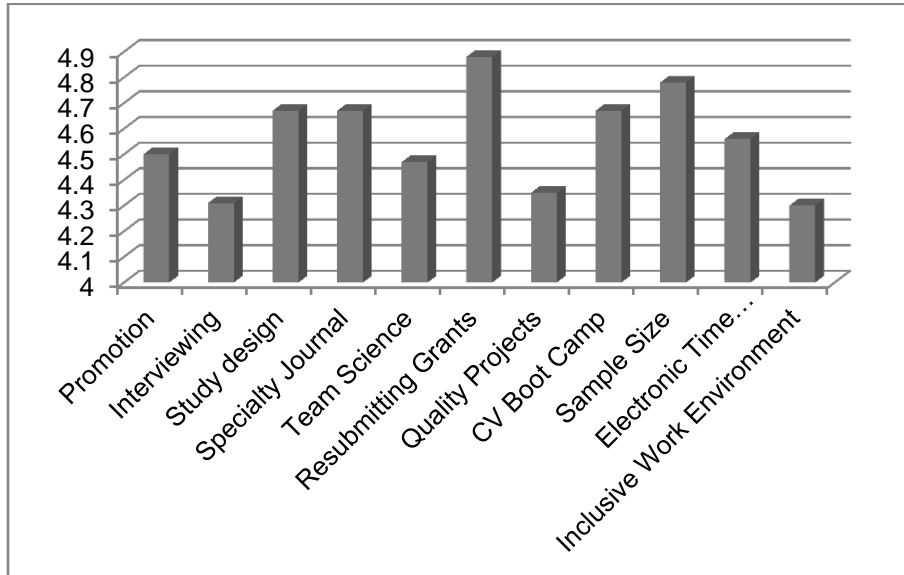
School of Medicine
Sabrina Assoumou
Marjory Charlot
Daniel Cottrell
Marshall Fleurant
Mikel Garcia-Marcos
Paula Gardiner
James Hudspeth
Angela Leung
Justin Massengale
Valentina Perissi
Brigitte Ritter
Matthew Russell
Vanessa Xanthakis

School of Public Health
Gouri Gupte
Junenette Peters
Katherine Semrau
Kimberly Shea

GOAL: ENHANCE FACULTY RETENTION, ADVANCEMENT, AND SUCCESS

STRATEGY: SEMINARS

The Committee designed a curriculum of 12 one-hour professional development seminars. Participants received Continuing Medical Education credit. On a scale from 1 to 5 where 5 is excellent, the seminars rated an average of 4.56.



In total, 133 unique faculty members attended the seminar series 152 times. Their comments on the evaluation forms reflect the utility of the seminars:

- I have a different perspective on the promotion process now.
- Gained important knowledge about planning for my future career.
- This will help me target manuscript submission and guide logistics of submission and response to reviewers.
- Helps clarify how to lead teams. Very relevant for me.
- This was very interesting—good to hear “inner circle” knowledge.
- Set a better sense of how to mentor clinicians in doing scholarly work.
- Better understanding of statistical power, will help my teaching of residents
- I have a much better understanding of sample size and feel I have the groundwork to learn more and use it in research
- Benefit grant writing greatly
- I will use this info to more efficiently manage my email.
- I will take the implicit bias quiz and try to be more aware of the issues faced by my colleagues and patients.

SEMINAR TOPICS

Education

- Turning Quality Projects into Scholarship
- Interviewing Applicants for Medical School, Internship, and Graduate School

Research

- Basics of Study Design
- Submitting to a Specialty Journal
- Team-Based Science
- Resubmitting a Grant
- Sample Size Determination in Clinical Research
- Budgeting for Grants

Professionalism

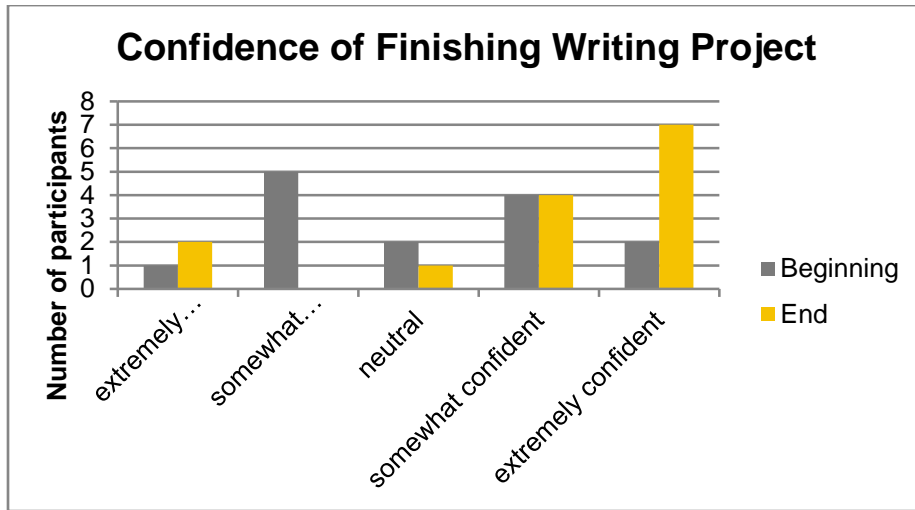
- Academic Advancement and Promotion
- CV Boot Camp
- Electronic Time Management

- Creating an Inclusive Work Environment

GOAL: ENHANCE FACULTY RETENTION, ADVANCEMENT, AND SUCCESS

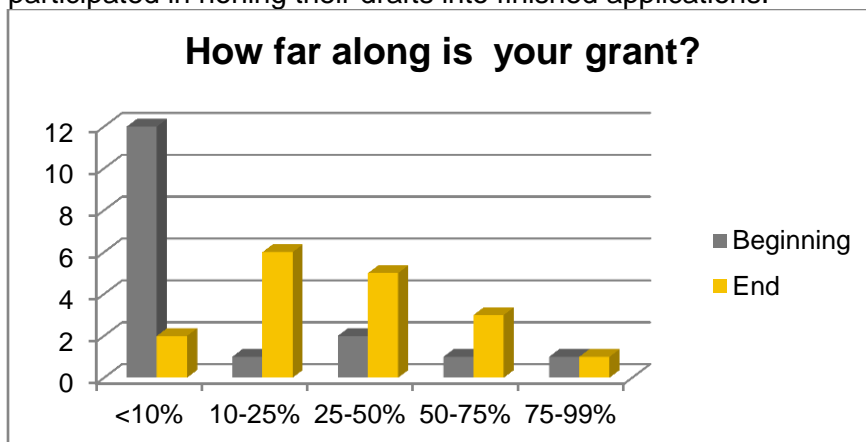
STRATEGY: WORKSHOPS

The Vice Chair and Director for Faculty Development and Diversity convened an academic writing workshop. Twenty-two faculty registered for the four sessions in which they received peer mentoring to complete a manuscript for publication.



- I loved the first session. The suggestions for how to start writing were invaluable. It also made me feel less bad about writer's block knowing that others were going through the same.
- The manuscript I worked on for the writing workshop was just accepted for publication. The information that was given in the course, the periodic meetings, and the feedback that I received from my teammates were invaluable for a successful submission. Thank you for organizing it!

Using the same model and with assistance from Barbara Corkey, Nancy Kressin, and Janice Weinberg, the FDDC sponsored a five-session workshop for grant writers. Thirty-two faculty members participated in honing their drafts into finished applications.



ACADEMIC WRITING TOPICS

- Getting started
- Establishing a writing routine
- From data to argument
- Using clear, concise language
- Editing and rewriting
- Creating tables and figures
- Choosing a journal
- Responding to reviewers

GRANT WRITING TOPICS

- Developing a timeline
- Locating funding sources
- Coming up with an idea
- Writing specific aims
- Arguing for significance
- Working with statisticians
- Creating a conceptual figure
- How study section works

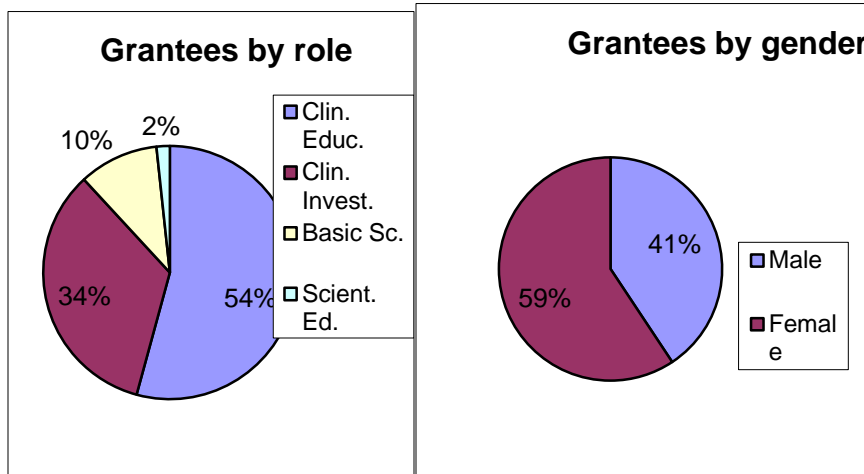
GOAL: ENABLE FACULTY TO DEVELOP NEW PROFESSIONAL SKILLS

STRATEGY: GRANTS

The FDDC awarded 27 grants for professional development. Applicants submit an online form and a letter of support.

Total funds disbursed: \$15,592

Average grant: \$1,559



Training programs attended:

- Quality Colloquium
- Quality Improvement for Chiefs and Chairs
- Academic Hospitalist Academy
- AAMC Mid-Career Women Faculty Professional Development
- Stanford Faculty Development Center
- AACH Facilitator in Training
- Genetic Analysis of Complex Human Diseases
- IHI Building a Clinician Support Program
- Genomics of Common Disease
- Epidemiology and Prevention of Cardiovascular Disease

GRANT RECIPIENTS

Cardiovascular Medicine
Jared Magnani
Alisa Rosen

Gastroenterology
Francis Farraye

General Internal Medicine
Tom Barber
Amresh Hanchate
Felicia Patch

Geriatrics
Sharon Levine
Daniel Oates
Matthew Russell

Preventive Medicine and Epidemiology
Andrea Coviello

GOAL: INCREASE FACULTY AWARENESS OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES

STRATEGY: WEBSITE

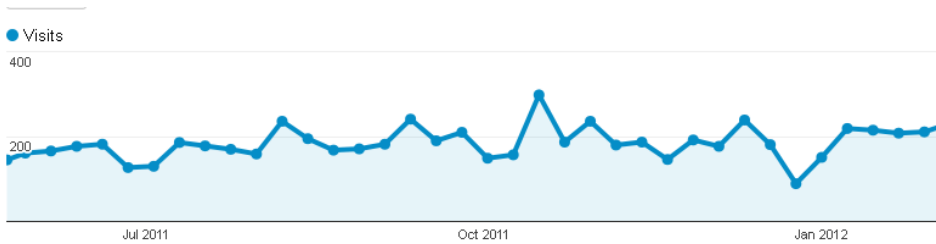
The Faculty Development and Diversity website includes 267 pages of frequently updated content. Some of the features:

- Appointments and Promotions documents with sample CVs
- Frequently Asked Questions
- Onboarding instructions
- Calendar of events
- Time management suggestion box
- Grant writing resources with templates
- Links to articles on faculty development topics

Website: <http://www.bumc.bu.edu/facdev-medicine/>

Blog: <http://blogs.bu.edu/pcahn/>

Twitter: @pscahn



Traffic to website:

| | June 2010-June 2011 | May 2011-May 2012 |
|----------------------|----------------------|----------------------|
| Unique visitors | 2,893 | 4,135 |
| Visits | 8,928 | 10,335 |
| Page views | 27,852 | 26,922 |
| Average time on site | 4 minutes 34 seconds | 3 minutes 54 seconds |
| Pages per visit | 3.12 | 2.6 |

ORIGIN OF VISITORS

United States: 9,616
 India: 89
 Canada: 84
 Germany: 44
 United Kingdom: 35
 China: 33
 Japan: 29
 Philippines: 28
 Brazil: 23
 Mexico: 19
 Saudi Arabia: 17
 Australia: 16
 Indonesia: 15
 Turkey: 14
 Pakistan: 13
 France: 11
 South Korea: 10
 Colombia: 9
 Egypt: 9
 Iran: 9
 Netherlands: 9
 Spain: 8
 Hong Kong: 8
 Ireland: 8
 Italy: 8
 Switzerland: 7
 Greece: 7
 Mexico: 7
 Russia: 7

GOAL: INCREASE FACULTY AWARENESS OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES

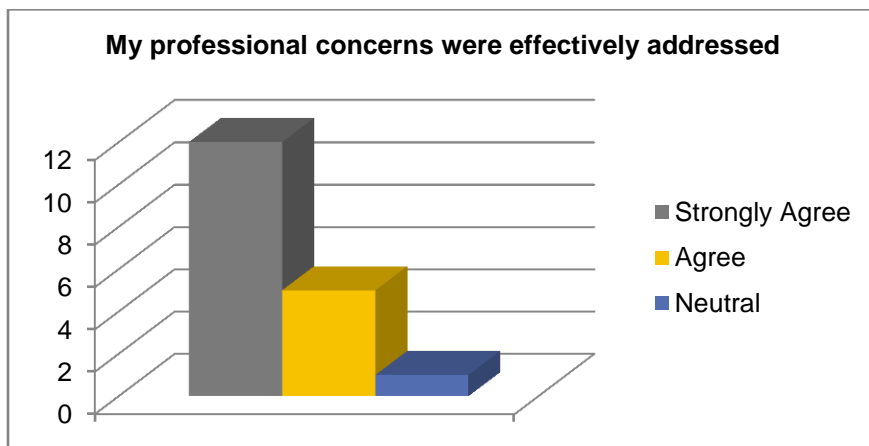
STRATEGY: LENDING LIBRARY

The Faculty Development and Diversity library contains nearly 100 books and CDs available for check out. Titles borrowed this year include:

- *The No Asshole Rule: Building a Civilized Workplace and Surviving One that Isn't*
- *Publishing and Presenting Clinical Research*
- *The Secret Handshake- Mastering the Politics of the Business Inner Circle*
- *Women Don't Ask: Negotiation and the Gender Divide*
- *The Grant Application Writer's Workbook*
- *Helping Physicians Become Great Managers and Leaders*
- *Curriculum Development for Medical Education*
- *Everything is Obvious* Once You Know the Answer*
- *Being the Boss: The 3 Imperatives for Becoming a Great Leader*
- *Hardball for Women: Winning at the Game of Business*
- *The 8th Habit: From Effectiveness to Greatness*
- *Leading Physicians through Change*
- *Quality by Design*
- *Getting Things Done: The Art of Stress-Free Productivity*
- *Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time*
- *Influencer: The Power to Change Anything*

STRATEGY: NEW FACULTY ORIENTATION

20 new faculty members participated in the departmental orientation in September 2011.



WHAT STILL STICKS WITH YOU FROM ORIENTATION?

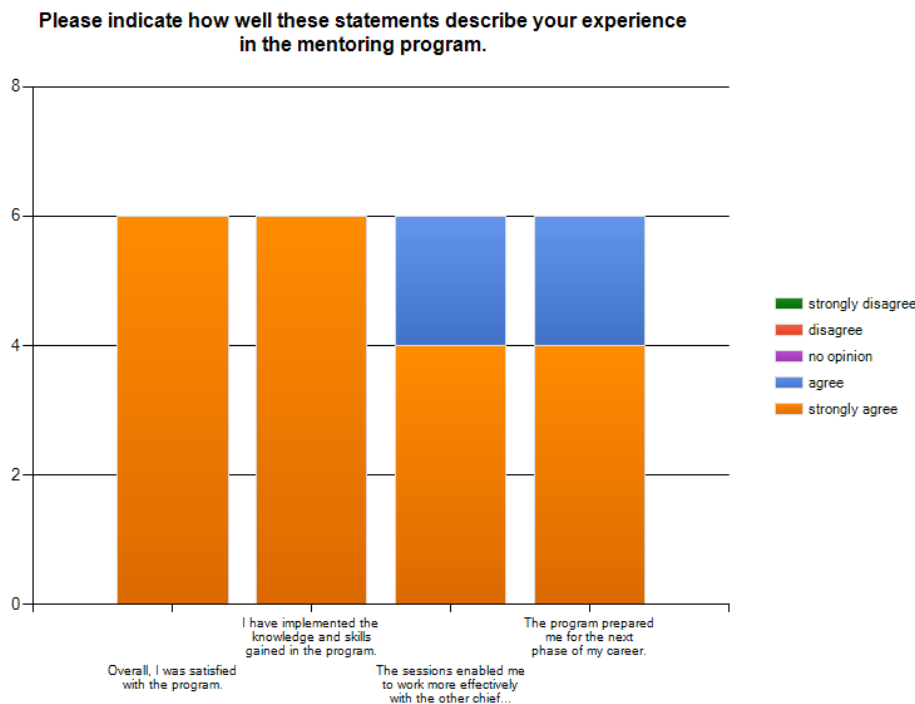
(ASKED SIX MONTHS LATER)

- Putting faces to the names in terms of leadership at BUMC,
- Learning what other new faculty are doing and their aspirations
- Making connections
- The unspoken rules about faculty promotion.
- Warm welcome, opportunity to meet folks from across the department.
- The number of resources available (website) and workshops.
- Commitment of the dept chair who was present at the meeting.
- I can obtain help at BU as a new faculty!

GOAL: INCREASE FACULTY AWARENESS OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES

STRATEGY: CHIEF MEDICAL RESIDENTS LEADERSHIP TRAINING

The Vice Chair and Director of Faculty Development and Diversity and a facilitator met twice monthly with the chief medical residents to train them in leadership skills. 100% of participants strongly agreed that they were satisfied with the program and had implemented its lessons.



- “This program has enriched our Chief year and has made it extremely educational. It has helped us with career planning, personal growth, leadership skills and a whole lot more! This is something that every Chief batch should have the opportunity to experience and learn from. It has been a great privilege to have access to such a wonderful program and we are indebted to this Group/Program.”
- “I always looked forward to Wednesdays! Also the fact that the group willingly spent large amounts of your own time to help us grow professionally and academically means so much to all of us. Thank you!”

TOPICS IN CHIEF MEDICAL RESIDENT TRAINING

- Turning doctors into leaders
- Having difficult conversations
- Your role as chief resident
- Building a team
- Maintaining a presence on the wards
- Morning report
- Effective communication
- Developing a career plan
- Public speaking
- Running meetings
- Recruiting interns
- Overcoming writer’s block
- Managing up
- Negotiation
- Resume boot camp
- Managing conflict
- Time management
- Finding a mentor
- Dealing with difficult people
- Making transitions
- Academic writing
- Building resilience

GOAL: BUILD COMMUNITY AMONG DIVERSE FACULTY MEMBERS

STRATEGY: MINORITY OUTREACH

The Committee works to recruit and retain faculty that reflect the diversity of our community. Representatives made information on unconscious bias available to search committees and met with faculty candidates.



Over 30 faculty members attended a dinner for women faculty at the home of Emelia Benjamin, Vice Chair of Faculty Development and Diversity, which included a discussion of wellness and self-care.



Four Faculty Friday social events drew dozens of faculty members for informal networking. Three walk and talk sessions encouraged participants to get to know each other and the South End.

EVENTS

Women

- Networking Dinner
- Meeting for participants in AAMC women faculty seminar

LGBT

- Faculty development subcommittee meetings
- Partnered with Office of Diversity for LGBT Conversation
- Delegation in Boston Pride parade

Underrepresented Minorities

- Met with Marc Nivet, Chief Diversity Officer at AAMC

GOAL: INCREASE RECOGNITION OF FACULTY MEMBERS' ACHIEVEMENTS

STRATEGY: AWARDS

The FDDC coordinates ballots for housestaff-voted teaching awards and collects nomination packets for committee-voted awards. The Department recognizes recipients at the annual Evans Days Dinner.

In addition, the Director of Faculty Development and Diversity facilitates nomination of faculty for external awards. So far, one of the seven nominees has been successfully honored.

- Inclusion in Association of American Physicians
- Vanderbilt Prize in Biomedical Science
- Women in Medicine and Science Leadership Development Award
- Leonard Tow Humanism in Medicine Award
- Dr. Paul Janssen Award for Biomedical Research
- AHA Council on Epidemiology and Prevention's Mentoring Award* (awarded to Vasam Ramachandran, MD)
- AHA Eugene Braunwald Academic Mentorship Award

STRATEGY: PROMOTION REVIEWS

The Director of Faculty Development and Diversity prepares faculty for promotion through several ways:

- 43 resumes reviewed
- 32 exit interviews
- 21 one-on-one meetings with faculty
- 12 meetings with section chiefs
- 8 grant applications edited
- 7 letters submitted in support of training grants
- 4 presentations at section meetings
- 3 focus groups conducted
- 2 manuscripts edited

AWARD RECIPIENTS

Committee voted
Research Mentoring
Emelia Benjamin

Junior Faculty Mentoring
Alex Walley

*Robert Dawson Evans
Special Recognition
Teaching*
Anand Kartha

Outstanding Citizenship
Jason Worcester

Housestaff voted
*Hospital-Based Faculty
Teaching*
Eugene Kissin

*Community-Based
Faculty Teaching*
Hernan Lopez-Morra

*Fellow Teacher of the
Year*
Omar Siddiqi

*Resident Teacher of the
Year*
Pushpak Taunk