

BUMC Mid-Career Program Curriculum Overview

Overview:

The Mid-Career Faculty Leadership Program (MFL) is a year-long professional development program for late Assistants and all Associate Professors on the Boston University Medical Campus. Participants engage in self-reflection and evaluation, and the development of broad peer and senior mentoring networks, strategic leadership skills, and inter-disciplinary collaboration through experiential and project-based learning.

Learning Objectives:

- Develop skills to listen, understand, communicate, and integrate diverse perspectives in work, research, and teaching environments
- Cultivate skills for self-reflection & prioritizing personal development & growth
- Learn skills to be able to lead and network by effectively identifying strengths and opportunities for others
- Navigate, alongside faculty across BUMC, strategies/project to effect institutional change

Participants:

- Late Assistant (7+ yrs.) & all Associate Professors (modified or unmodified title)
- Early Professors with demonstrated commitment to BUMC & track record of accomplishment

Time Commitment:

- July – May; Meets off campus for six 2-day modules
- 0.05 FTE clinical effort forgiveness provided for BUMG faculty

Competencies: Career Development, Communication, Leadership & Work/Life Integration

Program Components:

- **Experiential seminars.** Senior faculty members and leaders from BUMC and beyond engage with participants around key determinants for effective leadership, with a special focus on topics identified as areas of particular interest to women faculty.
- **Book report.** Each participant selects a different leadership book to read, develops 1-page executive summary, and presents to peers. The presentation includes 3 minutes on the book's key points, 3 minutes on what the participant will practice or implement having read the book, and 2 minutes of Q&A.
- **Peer Mentoring/Coaching.** Participants develop peer mentoring and coaching skills to provide support and accountability to one another to successfully negotiate challenges, foster resiliency, and achieve personal goals.
- **Conversation café.** Opportunity to engage with inspirational women leaders from BU/BMC and beyond in an informal setting to learn about their career and leadership experiences, challenges, and insights.
- **Leadership goal.** Participants commit to making substantial progress on a personal leadership goal throughout the program.
- **Participant commitment.** Participants commit to actively participate in at least 12 of the 14 sessions that take place from September to June, to make progress on their leadership goal, and engage in self-reflection and honest conversation with peer mentors.
- **Optional Career Consultation with Emelia.** Participants have the option to meet 1 on 1 with Emelia Benjamin at the beginning of the program to discuss: CV, leadership goal(s) and review the questions: Where do you want to be in the next 5 years? Who do you want to network with?

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Dates	Session	Module	Lead(s)	Learning Objectives
7/13 & 7/14	Session 1	Program Welcome	All	<ul style="list-style-type: none"> • Understand the curricular themes & program arc • Establish & appreciate the expectations of program participation • Get to know your program colleagues • Practice a growth mindset—Win or Learn
		Project Team Intro & Selection	Alyssa, Emelia, Chris	<ul style="list-style-type: none"> • Identify what you want to learn & practice by virtue of working on this team
		Learning Community & Peer Coaching Intro	Ann & Asher	<ul style="list-style-type: none"> • Understand how learning communities will help to advance 360 & leadership goals • Appreciate how using thought provoking questions & reflections can help others discover how to leverage their own assets to upcoming challenges • Demonstrate guiding others to develop SMART goals for successful achievement of personal or professional objectives
		Design Thinking Workshop	Alyssa & Mumtaz	<ul style="list-style-type: none"> • Understand the concept of the design thinking approach • Learn how to use a hands-on approach to support innovation within challenges
		Leveraging Diversity & MFA Visit with Project Teams	Emelia	<ul style="list-style-type: none"> • Self-reflection on your own identity • Establish how the team can effectively collaborate • Respect for your colleagues’ identities & impact on their working style • Enhance listening skills, empathy, & emotional intelligence
9/21 & 9/22	Session 2	Peer Coaching II	Asher Tulskey	<ul style="list-style-type: none"> • Demonstrate essential coaching skills that will empower your coaching partner to grow their leadership skills • Appreciate that the value of coaching is in the process you create & not any content you deliver • Commit to an authentic coaching partnership with a colleague over the academic year
		Designing Your Life: Intro-Ch. 3	Chris Conley	<ul style="list-style-type: none"> • Discover how the design thinking approach can be incorporated into your everyday lives
		Conversation Café	Thea James	<ul style="list-style-type: none"> •
		Personality Types	Alyssa & Emelia	<ul style="list-style-type: none"> • Identify your personality style • Develop strategies to effectively communicate & collaborate with your colleagues with different personality styles • Understand how to recognize & maximize the strengths of diverse team members (in the current context- personalities) to enhance team effectiveness
		Meeting the Needs of Stakeholders	Lisa Sullivan	<ul style="list-style-type: none"> • Understand how to effectively engage stakeholders • Determine how to prioritize competing stakeholder needs & sustainability

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				<ul style="list-style-type: none"> • Manage organizational change
		Design Thinking: Define	Alyssa	<ul style="list-style-type: none"> • Review the Design Thinking process & Define Stage • Collaborate with colleagues & apply the Design Thinking methodology to your work
11/30 & 12/1	Session 3	Difficult Conversations & Feedback with Peers	Mark Braun	<ul style="list-style-type: none"> • Understand the importance of difficult conversations & how to effectively give feedback to your peers • Develop strategies to have difficult conversations and feedback conversations
		Diverse Perspectives	Angie Harris	<ul style="list-style-type: none"> • Understand how Design Thinking can be used to promote diverse perspectives in the workplace • Discuss the importance of diversity, equity, inclusion, & accessibility • Reflect on your social role and opportunities for advocacy in the workplace
		Conversation Café	Monica or Megan	<ul style="list-style-type: none"> •
		Designing Your Life: Ch 4 & 5	Chris	<ul style="list-style-type: none"> • Discover how Design Thinking can be incorporated into your everyday lives & 360 goals
		Design Thinking: Ideate	Alyssa	<ul style="list-style-type: none"> • Understand the Design Thinking process & learn ways to ideate and prioritize problems • Collaborate with colleagues & apply the Design Thinking methodology to your work
		Design Thinking: Prioritize	Alyssa	<ul style="list-style-type: none"> • Understand the Design Thinking process & learn ways to synthesize and prioritize ideas • Collaborate with colleagues & apply the Design Thinking methodology to your work
1/25 & 1/26	Session 4	Accountability	Emelia	<ul style="list-style-type: none"> • Develop skills and structures to foster accountability of self, colleagues, and teams • Contribute to an institutional culture of feedback and accountability
		Leading Teams & Managing Up: Difficult Conversations with Senior Leaders	Mark Braun & Vincent Smith	<ul style="list-style-type: none"> • Develop strategies to foster psychological safety • Implement simple strategies to increase engagement • Give and receive ideas for building connections within your teams • Identify what a successful outcome of a difficult conversation would look like • Recognize the key elements that should be considered prior to embarking on a difficult conversation • Develop skills to have a difficult conversation with someone senior to you
		Conversation Café	Sandro Galea	<ul style="list-style-type: none"> •
		Designing Your Life: Ch 6-8	Chris	<ul style="list-style-type: none"> • Discover how Design Thinking can be incorporated into your everyday lives & 360 goals
		Pitching Your Project	Ann & Emelia	<ul style="list-style-type: none"> • Create an elevator pitch for your MFL project • Identify your audience & stakeholders

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				<ul style="list-style-type: none"> Practice & refine MFL project elevator pitch Inspire with pithy slogan
		Financial Perspective	Bill Creevy	<ul style="list-style-type: none"> Understand principles & framework for funds flow Understand basic accounting principles & terms Develop framework for proposals
3/21 & 3/22	Session 5	Resilience	Emelia	<ul style="list-style-type: none"> Identify barriers to your professional growth & leadership, including shame, vulnerability & burn out Identify areas that detract from your resiliency & develop a plan to address Practice primordial prevention: 'resilience is a muscle'
		Designing Your Life: Ch.9-10	Chris	<ul style="list-style-type: none">
		Leading in Times of Crisis & Conversation Café	Tony Hollenberg	<ul style="list-style-type: none"> Identify strategies to lead through a crisis Learn to effectively communicate while addressing crisis dynamics
		Project Team Trial Runs	Participants	<ul style="list-style-type: none">
		Social Media & Dissemination	George Murphy, Jen Beard & BU/BMC Communications	<ul style="list-style-type: none"> Understand how those in the academic health community are utilizing social media Learn the basics of creating and using a professional social media account Be aware that personal social media may be linked to your work Learn to promote you and your work via digital dissemination
5/9 & 5/10	Session 6	Designing Your Life: Strategic Planning for Your Life & Learning Communities	Chris, Ann & Emelia	<ul style="list-style-type: none"> Share what you have learned in MFL that has contributed to your 360 goals Learn how to create a personal strategic plan to actualize your goals Define strategies to accomplish goals beyond MFL Discover how Design Thinking can be incorporated into your everyday lives & 360 goals
		MFL Alumni Panel: Projects/Career	Alumni TBD	<ul style="list-style-type: none">
		Conversation Café	Dave McAneny	<ul style="list-style-type: none">
		Final Project Presentations	Project Teams	<ul style="list-style-type: none">
		Project Team Reflections	All	<ul style="list-style-type: none"> Summarize "lessons learned" from team projects Identify connection between project & 360 goals Determine how to apply your "lessons learned" to other projects and teams you lead

