

faculty NEWSLETTER

Published by the Faculty Development Office

JUNE – JULY 2009

eventsCALENDAR

Workshops and other activities

You are invited! We encourage you to enroll in one of the various workshops, programs and events sponsored by the Faculty Development Office. For more event details and to register, visit www.ucdmc.ucdavis.edu/facultydev/ and click *Enroll Online*. (Event co-sponsors are indicated within parentheses.) Volunteer Clinical Faculty members are also welcome and encouraged to attend faculty development events.



Faculty Forward

Register your opinion! Please complete your Faculty Forward satisfaction survey by June 30.

June

- 1** Workshop: Juggling Careers and Parenting
- 7** School of Medicine Commencement
- 17** Faculty Forward Task Force meeting
- 17** URM Mentoring Group
- 23** Workshop: Improving Leadership Performance – Using MBTI
- 24** Workshop: Time Management Skills (CTSC)
- 30** Faculty Forward faculty satisfaction survey submission deadline

JULY CONTINUES ON PAGE 6



LEARNING TO LEAD

Faculty Development's free leadership programs draw praise

Leadership is one of the most desired yet amorphous human qualities. It differs from management, but as Frank Sinatra sang in the 1955 tune "Love and Marriage," you can't have one without the other. In his book *On Becoming a Leader*, organizational development scholar Warren Bennis declared, "The manager administers; the leader innovates." Leadership can be construed as a means by which an individual exerts influence to help advance goals – organizational, professional or personal.

Leadership skills can be acquired or refined through training – such as the Junior Faculty Professional Career Development Program (PCDP) and the Mid-Career Leadership Program (MCLP) that the health system's Faculty Development Office conducts. Although training institutes typically charge \$1,500 for a three-day course, enrollment in Faculty Development Office leadership courses is free of charge.

Gregg Servis, director of faculty development, believes that leadership training can benefit everyone, regardless of job function or hierarchic position.

"You lead from whatever chair you sit in," said Servis. "Our leadership courses enable faculty members to engage their colleagues in ways they normally do not, to enhance their innate leadership

abilities," Servis said. "And because deans teach some course components, participants gain a platform and direct access to institutional leadership."

The *Junior Faculty PCDP*, designed for assistant professors and newly hired faculty, imparts core competencies for effective career development and professional advancement. The program encompasses eight half-day sessions, held monthly. Topics include "emotional intelligence" (perception, evaluation and control of emotions); difficult conversations; goal identification and development; scientific writing for publication; time management; and presentation skills.

Two "alumni" of the Junior Faculty PCDP offered their assessments of the course:

"Participating in the program

introduced me to faculty from a variety of departments, which helped broaden my perspective about the university and its mission, and how I can fit into that. The program encourages contemplation and development of mentoring and leadership skills in a purposeful manner."

– **Sarah Marshall**, assistant clinical professor, family and community medicine and OB/GYN



CONTINUED ON PAGE 5

OPHTHALMOLOGIST FRANCIS SOUSA MAINTAINS STRONG UC DAVIS PRESENCE

With its galleries of videos showcasing the antics of children, pets performing tricks, and adults caught at embarrassing moments, YouTube is an online playground for many people. Ophthalmologist Francis Sousa, however, treats YouTube as an extension of his classroom.

He has produced and uploaded instructional video lectures that cover topics from eye anatomy to a beginner's guide to using the ophthalmoscope. He prepared them to supplement his teaching sessions as a UC Davis Health System volunteer clinical faculty member. Throughout the past 30 years, Sousa has voluntarily taught students and residents in classrooms and clinics – work for which he earned the Outstanding Volunteer Clinical Faculty award three times and the Kaiser Award for Excellence in Teaching twice. His volunteer activities also include administrative tasks; student recruitment; advising and mentoring in several levels of outreach; and student development encompassing the UC Davis Postbaccalaureate program and the Family Nurse Practitioner and Physician Assistant program.

“Dr. Sousa has long been a true champion for our students,” said José Morfín, an assistant professor of medicine and faculty director of the Postbaccalaureate Program. “He conducts workshops, and participates in meetings with our postbac students to assess and encourage their progress. He has been doing this much longer than I have, and his pride in UC Davis shows.”

Sousa was a member of the third UC Davis School of Medicine graduating class in 1974. After completing his medical internship in internal medicine and his residency in ophthalmology, he began his practice as a staff



ophthalmologist with the VA Northern California Health Care System, and immediately joined the volunteer clinical faculty.

Since retiring from the VA, Sousa has been a volunteer ophthalmologist, and currently gives his time to the CommuniCare clinics in Yolo County as well as to UC Davis School of Medicine student-run clinics in Sacramento. He is devoted to the School of Medicine, its students and its mission.

“I have found medical practice rewarding in so many ways. But most powerful to me is the truly sacred way in which as physicians we are granted the trust and honor of having patients share the most private elements of their lives with us so that we can help them make decisions about themselves and their loved ones,” Sousa said. “Sharing this honor with students is one of my loves.”

Sousa said he knew that medicine was his calling for as long as he can remember, and that the generosity of his parents strongly influenced him.

“I was given parents who always, seemingly unthinkingly, gave to others, encouraged me to do the right thing, and always encouraged education – although neither of them had attended college through my formative years. I think that my parents’ exemplary lives, combined with my natural passions, were major factors in medicine becoming my profession and my way of life,” Sousa explained.

Sousa has been persistently involved at so many levels within the UC Davis Health System that Darin Latimore thought he was a tenure-track faculty member.

“Frank Sousa is everywhere. It’s amazing,” exclaimed Latimore, director of medical student diversity and associate program director for the Department of Internal Medicine residency program. “I didn’t realize he was a VCF member because he interviews so many students as part of the admission selection committee of which I am a member. When we conduct weekend pre-med conferences he graciously gives welcoming lectures. He is extraordinarily dedicated to the medical school.”

This September, Sousa and his wife Laurel will celebrate their 30th anniversary of their marriage, which has produced five grown children.

“When my children were younger, I called them my ‘full house’ – three queens and a pair of jacks,” Sousa quipped. He and Laurel enjoy travel and learning about various cultures. His hobby is reading novels, history and poetry, and he names T. S. Eliot, Joseph Campbell and John Steinbeck as favorite authors. He adds, “Appreciating each sunrise and sunset is a hobby in itself.”

facultyROUNDS

A WELCOME TO NEW FACULTY COLLEAGUES



Emanuel Maverakis



Jerry Pratt

Each edition of the Faculty Newsletter introduces faculty colleagues who recently joined the UC Davis Health System family. Watch for more new clinical and research staff members in the next issue.

Emanuel Maverakis treats immune-mediated skin diseases

Immunologist **Emanuel Maverakis**, M.D., and rheumatologist Siba Raychaudhuri operate a UC Davis clinic for patients with systemic sclerosis, pemphigus vulgaris and other severe immune-mediated systemic diseases.

Maverakis, an assistant professor in residence with the departments of Dermatology and Medical Microbiology and Immunology, holds prestigious early-career research awards from the Howard Hughes Medical Institute and the Burroughs Wellcome Fund, and won this year's American Academy of Dermatology's Young Investigators Award. His research team studies immune response in patients and animal models with autoimmunity diseases. Maverakis was one of only 15 physicians to graduate summa cum laude from Harvard Medical School during the past 215 years.

Jerry Pratt is top-ranking Air Force surgical consultant

Lt. Col. **Jerry Pratt**, an associate clinical professor of cardiothoracic (CT) surgery, is the senior cardiothoracic surgeon in the U.S. Air Force. He serves as the chief consultant to the Air Force Surgeon General for Cardiothoracic Surgery.

Pratt specializes in adult cardiac surgery, notably minimally invasive cardiac surgery, aortic surgery and mitral valvular disease. His research encompasses clinical studies of radial artery trials, surgical devices and combat-related cardiac surgery. Certified by the American Board of Surgery and American Board of Thoracic Surgery, he is a Fellow of the American College

of Surgeons, American College of Chest Physicians, and American College of Cardiology.

Other new colleagues

- **John W. Bishop**, M.D., is director of surgical pathology and immunohistochemistry. He is a health sciences clinical professor of pathology who specializes in gynecological surgical pathology and cytopathology, including image analysis, molecular and immunohistochemistry, and use of automated imaging systems. He is certified by the American Board of Pathology in anatomic and clinical pathology, with added qualification in cytopathology; and by the American Board of Medical Genetics in cytogenetics.
- Disaster-response medicine and the ability of patients to sleep in the intensive-care unit are research interests of **Joseph M. Galante**, M.D., an assistant professor and associate program director of general surgery residency in the Division of Trauma and Emergency Surgery. Galante, board-certified in general surgery, was the UC Davis General Surgery Outstanding Chief Resident for 2006–2007. He performs trauma, emergency surgery and surgical critical care.
- Licensed clinical psychologist **Tara Niendam**, Ph.D., an assistant professor of psychiatry and behavioral sciences, specializes in psychodiagnostic and neuropsychological assessment of children and adolescents. Her research focuses on adolescents and young adults who are at high risk for developing psychosis. She seeks to understand how aspects of cognition, such as attention and memory, can influence an individual's ability to participate in school and maintain appropriate social relationships.
- **Mark E. Sutter**, M.D., an assistant professor of emergency medicine and medical toxicology, is conducting research in toxicogenetics and the variations among individuals in drug metabolism and adverse reactions to drugs and chemicals. Sutter, who won the Oak Ridge Institute of Science and Education Scholarship 2006 and 2007, is board-certified in emergency medicine and in medical toxicology.
- Pediatric critical care specialist **Mac Wayment**, D.O., is an assistant professor of pediatrics. Certified by the Board of Pediatrics, he treats patients in the Pediatric Intensive Care Unit. His research interests are in high-frequency oscillatory ventilation and critical airway management.
- **Cindy Qing Qing Yu**, M.D., an assistant professor of surgical pathology, was part of Dean Claire Pomeroy's research group investigating mouse cytomegalovirus (mCMV) host defense mechanisms. She plans to participate with Royce Calhoun, M.D., in a randomized phase III study of sublobar resection versus sublobar resection plus brachytherapy in high-risk patients with non-small cell lung cancer no larger than 3 centimeters in diameter. Yu is board-certified in anatomic pathology, clinical pathology and cytopathology.



NURTURING LEADERSHIP SKILLS IN FACULTY DEVELOPMENT PROGRAMS

Attainment of our mission to advance health – here in our community and around the globe – depends on developing future generations of leaders. Our students acquire new leadership skills in the classroom and in the clinics. Importantly, however, the academic excellence to which we aspire requires lifelong learning; I am therefore pleased that we are able to provide our faculty, at all levels, with opportunities to reinforce and refine their leadership capabilities.

Our Faculty Development Office offers strong programs, including the Junior Faculty Professional Career Development Program and the Mid-Career Leadership Program, through which faculty members can refine their leadership skills. Another excellent curriculum, the Mentored Clinical Research Training Program, helps young faculty members sharpen their clinical research prowess. In addition, our Dean's Award for Excellence in Mentoring encourages mentorship of our junior faculty by their more senior colleagues.

I encourage you to participate in these programs. Whether you are just beginning your faculty career or are a seasoned leader who can mentor others, your involvement will strengthen our organization and contribute to the fulfillment of our mission.

We are fortunate to have within our own ranks superbly talented faculty who can evolve into our future leaders, as three recent “homegrown” appointees ably demonstrate.

Thomas Nesbitt, our new associate vice chancellor for strategic technologies and

alliances, received his medical degree from our School of Medicine and his bachelor's degree from UC Davis. Since joining the faculty of our Department of Family and Community Medicine, Dr. Nesbitt has held sequential leadership positions at UC Davis, including serving as director of the internationally renowned Center for Health and Technology.

Fred Meyers, our new executive associate dean, received his undergraduate degree from UC Davis, followed by an internship, residency and fellowship at UC Davis Medical Center. For the past 12 years, Dr. Meyers was chair of the Department of Internal Medicine, our largest department. He is a nationally renowned cancer specialist and helped usher in the hospice movement.

Timothy Albertson is interim chair of the Department of Internal Medicine, where he had been serving as vice chair. Dr. Albertson, a graduate of our School of Medicine, also received master's and doctoral degrees in pharmacology and toxicology from UC Davis. He has served as chief of the Division of Pulmonary and Critical Care Medicine, and as medical director of the Sacramento Division of the California Poison Control System.

Our faculty ranks include many others who are prepared to assume roles as leaders, thanks in large part to the leadership programs offered by our Faculty Development Office. I encourage all faculty to explore the variety of development programs available at UC Davis.

advisoryTEAMS

Activities of the Faculty Development Office are guided by the recommendations of two advisory teams:

Faculty Development Advisory Team

Gregg Servis, M.Div., Office of Faculty Development and Diversity

Jesse Joad, M.D., M.S., Office of Faculty Development and Diversity

Chuck Bevins, M.D., Ph.D., Medical Microbiology and Immunology

Kathy DeRiemer, Ph.D., M.P.H., Public Health Sciences

Tonya Fancher, M.D., M.P.H., Internal Medicine

Jeff Gauvin, M.D., Surgery

Estella Geraghty, M.D., M.S., M.P.H., Internal Medicine

W. Ladson Hinton, M.D., Psychiatry and Behavioral Sciences

Jamie Ross, M.D., Internal Medicine

Vicki Wheelock, M.D., Neurology

Office of Diversity Advisory Team

Jesse Joad, M.D., M.S., Office of Faculty Development and Diversity

Gregg Servis, M.Div., Office of Faculty Development and Diversity

Elizabeth Abad, Alumni and Development Officer, Health Sciences Advancement

Susan DeMarois, Government and Community Relations

James Forkin, Postbaccalaureate Program Coordinator, Office of Medical Education

Darin Latimore, M.D., Office of Faculty Development and Diversity

Russell Lim, M.D., Psychiatry and Behavioral Sciences

José Morfín, M.D., Internal Medicine

Marbella Sala, Executive Operations Manager, Center for Reducing Health Disparities

Andreea Seritan, M.D., Psychiatry and Behavioral Sciences

Pam Stotlar-McAuliffe, Manager, Continuing Medical Education

Hendry Ton, M.D., Psychiatry

Michelle Villegas-Frazier, Team Lead, Office of Diversity

Bold type indicates team coordinators

"I learned how to lead a team in planning and completing a project. I can see myself honing this skill and utilizing it throughout my career. I hope that other department leaders have



the foresight to invest in their junior faculty and allow them to take advantage of this fabulous opportunity."

– **Ulfat Shaikh**, assistant professor, pediatrics

The *Mid-Career Leadership Program* is a year-long curriculum to help associate-level faculty develop competencies to oversee an academic or clinical unit. Each participant completes a mentored leadership project that responds to an unmet need. Topics include budget management; recruiting and nurturing a diverse faculty; institutional collaboration; legal issues; and leading complex organizations.

Four faculty members who participated in the MCLP offered their observations:

"The program was phenomenal, and I'm so happy I enrolled. It helped me believe in myself and my abilities to the extent that I helped lead a project resulting in creation and adoption of the health system's Policy on Mistreatment."

– **Jorge Garcia**, associate professor of internal medicine



"Leadership involves trying to share a vision with other people and move them along in way that fulfills or modifies that vision so other people can share it. The project on which I worked



resulted in expansion of a cooperative pediatric program involving UC Davis Health System and Catholic Healthcare West. This course was very

valuable, and I'd like to see institutional support for more training to groom physicians for higher leadership positions."

– **Robert Pretzlaff**, associate professor of pediatrics, chief of pediatric critical care medicine

"Leadership is the art of inspiring yourself and others to become the best they can be. The leadership development program helped me achieve more than I thought possible, and the result is a completely new Interventional Nephrology program made up of a highly functioning team of professionals."



– **Jamie Ross**, associate professor of internal medicine (nephrology), medical director of the Vascular Access Program

"I was assuming new administrative and leadership responsibilities, but felt ill-prepared for these jobs as far as formal leadership training. We are very parochial in medicine and tend to solve problems using a medical-disease model. This is not always the most effective approach to management or leadership problems and dilemmas. The mid-career program allowed me to understand leadership styles in a conceptual framework and determine what might best work for me. It is also a great way to meet other faculty and share ideas."

– **Ted Wun**, professor of internal medicine; medical director, UC Davis CTSC Clinical Research Center



Course instructors include Jesse Joad, associate dean for diversity and faculty life. She believes that leadership training can help academic physicians bring focus to their creativity.

"Medical researchers, clinicians and educators all perform creative functions. And leadership certainly is a function of creativity," Joad said. "These leadership

courses are excellent because they can teach faculty members how to improve as teachers, how to write grant proposals more persuasively, and how to be more effective in their jobs in general. It can help them sharpen their vision of their career and how they want to improve health care during their lifetime."

Leadership library

Influential books about leadership include *7 Habits of Highly Effective People* by Stephen R. Covey and *The Leadership Challenge* by James M. Kouzes and Barry Z. Posner. Here is a list of other books recommended by Gregg Servis (GS), Jorge Garcia (JG), Robert Pretzlaff (RP), Ulfat Shaikh (US) and Ted Wun (TW):

- *Community: The Structure of Belonging* by Peter Block (GS)
- *Difficult Conversations* by Douglas Stone et al. (US)
- *The Fifth Discipline* by Peter M. Senge (GS)
- *Getting Things Done* by David Allen (US)
- *Good to Great* by Jim Collins (JG)
- *The Leadership Pipeline* by Ram Charan et al. (RP)
- *Leadership Without Easy Answers* by Ronald A. Heifetz (RP)
- *Primal Leadership* by Daniel Goleman et al. (GS, US)
- *Servant Leadership* by Robert K. Greenleaf et al. (GS)
- *Stewardship: Choosing Service Over Self-interest* by Peter Block (GS)
- *Team of Rivals* by Doris Kearns Goodwin (TW)

Visit www.ucdmc.ucdavis.edu/facultydev for more information.

UC Davis Health System

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July

15 Faculty Forward Task Force meeting

15 URM Mentoring Group

August

17 URM Mentoring Group

19 Faculty Forward Task Force meeting

20 Workshop: Crucial Conversations – Tools for Talking When Stakes Are High, Part I

27 Workshop: Crucial Conversations – Tools for Talking When Stakes Are High, Part II

Save the date:

Oct. 15: New Faculty Orientation

Event co-sponsors

CTSC: Clinical Translational Science Center