

# Office of Faculty Affairs

## 2015-16 Annual Report

## Welcome to the Office of Faculty Affairs



*Luanne Thorndyke, MD  
Vice Provost  
for Faculty Affairs*

The goal of the Office of Faculty Affairs (OFA) is to support faculty at all career stages—to welcome new faculty and orient them to UMMS; to help faculty develop a path for career success and advance in academic rank; to provide access to needed mentoring and to enable faculty to mentor others effectively; to gain skills and competencies for leadership; and to plan for a smooth transition to retirement.

### **Our mission is to support faculty through the various ages and stages of their careers**

The OFA employs multiple strategies to engage faculty: targeted programs, online resources, seminars and workshops, mentoring and individual consultations, and scholarship programs. The UMMS Faculty NewsWire, our weekly electronic communication, contains notices of upcoming activities and events of interest to faculty. Our website features many resources, tools, and important information about programs and events. Check it out; give us your feedback.

### **Chancellor's Award for Excellence in Mentoring established in 2016**

We are thrilled that the Chancellor approved our request to recognize one faculty member annually for their excellence in mentoring. Congratulations to Dr. Celia Schiffer, the inaugural award recipient.

### **Academic advancement is a reflection of faculty achievement**

During 2015-2016, the OFA was heavily involved in the revision process of the Academic Personnel Policy, which defines the criteria for promotion and tenure. The VPFA, charged by Provost Flotte, led a process to engage faculty and recommend changes that will more fully recognize and value the contributions of faculty in all mission areas. The revision process will continue in 2016-17 with the goal of final approval of a revised policy by the end of the academic year.

### **Faculty are the heart and soul of UMMS**

The OFA is committed to enhancing the professional development and academic advancement of our faculty. We are grateful for the institutional support that allows the OFA to provide programmatic and individual support to our faculty. The OFA is here to advise, mentor, advocate for, and guide the UMMS faculty of today and tomorrow. Let us know how we can help you!

### **Congratulations to Dr. Luanne Thorndyke! Recipient of the Carole J. Bland Phronesis Award**

Dr. Thorndyke was honored by the AAMC Group on Faculty Affairs with its 2016 Carole J. Bland Phronesis Award. The award honors members of the faculty affairs community who exemplify the spirit of phronesis—acting for the welfare of others without thought for the self; seeking and enabling heroically the development and success of others.



# Career Navigation

Programs to help faculty successfully navigate their careers from recruitment to retirement.

## Faculty Onboarding Program

Our goal is to ensure that each new faculty member has the support needed for success at UMMS. Major elements include:

**Welcome Packet:** New faculty receive a packet of information about UMMS and the surrounding community before they arrive. A total of 118 welcome packets were sent in 2015–16.

**New Faculty Orientation:** Quarterly sessions include overviews of UMMS and UMMHC and processes for promotion and evaluation. The **Individual Opportunity Plan**—a career planning tool—provides faculty with a personal road map to navigate their career. In 2015–16, 75 faculty attended new faculty orientations.



**Onboarding Mentor:** Each new faculty member is assigned an onboarding mentor by their department. Mentors assist new faculty in their transition to UMMS and provide introductions and orientation during their first year. In 2015–16, 121 new faculty were assigned onboarding mentors.

**Networking Lunches:** Faculty are able to meet informally, network and exchange ideas. In 2015–16, one lunch was held, with a short program to recognize recently promoted, tenured and emeritus faculty, and to introduce new faculty.

## Faculty Vitality Award

This new award provides up to \$40,000 for mid-career and senior faculty to pursue a new area of research, education or clinical practice. The award promotes individual rejuvenation, career development, mentoring and academic vitality.

In 2015–16, awards were made to Ellen Delpapa, MD (ObGyn, *left*) and Oguz Cataltepe, MD (Neurosurgery).



## Work-Life Balance and Faculty Career Flexibility

The OFA has led efforts to assist faculty who face the challenges of balancing their professional and personal lives at critical stages in their careers.

**Part Time Guidelines:** These online guidelines are designed to promote fairness and transparency and provide a framework for discussions of change in effort between a faculty member and their chair or supervisor.

**Transition Through Retirement:** This multi-faceted program supports faculty through the stages of pre-retirement, retirement and post-retirement. Faculty transitioning through retirement can obtain guidance through online resources, seminars and workshops, and individual and peer consultations.



An online series—*Reflections*—highlights the challenges of retirement. In 2015–16, four seminars on retirement were held with an average attendance of 30. Retired faculty are now able to remain connected with UMMS through a [umassmed.edu](http://umassmed.edu) email address and a badge allowing access to the library and campus activities.

# Development

Professional development for faculty to gain new skills, knowledge and competencies.

## Junior Faculty Development Program (JFDP)

The JFDP is a year-long intensive program designed to facilitate success in academic medicine. A comprehensive curriculum in academic development is combined with a project conducted with the guidance of a senior faculty mentor. In 2015–16, 21 faculty completed the program, representing ten departments and the Graduate School of Nursing.



*Graduation Ceremony for the 2015-2016 JFDP Class*

## Grant Writing Workshop

A workshop on NIH career development and research awards, co-sponsored with the Office of Research, was attended by 80 faculty, postdocs and students from UMMS, Worcester Polytechnic Institute, and all four other UMass campuses.

## Leadership Series

Seminars and workshops by UMMS experts address leadership competencies. In 2015–16, five seminars and two workshops were offered with an average attendance of 40.



## Support for Faculty Academic Advancement

Advancement—promotion in rank or the award of tenure—is expected of all faculty. The OFA provides multiple programs to assist faculty seeking promotion or tenure. Detailed information is also posted on the OFA website.

## Preparing for Promotion Workshops

Half-day sessions address the processes of promotion and tenure at UMMS. Topics include promotion criteria, CVs and reference letters. The 2015–16 workshops were attended by 17 faculty.

PREPARING  
FOR PROMOTION



**Peers for Promotion:** This program provides facilitated peer and senior faculty mentoring for faculty seeking promotion to Associate Professor within two years. Nineteen faculty participated in the 2015–16 program, the third year of the program. A second program was initiated this year to assist faculty seeking promotion to Professor; nine faculty are participating.

A total of 29 faculty completed the program in its first two years (2013–15): to date 13 of these faculty have been promoted to Associate Professor and another five are in process.

# Mentoring

Support for faculty to gain new skills and knowledge through mentoring.

## Mentoring at UMass Worcester

Mentoring is a primary focus of the OFA. Our goal is to enhance the culture of mentoring at UMMS—to ensure that all faculty have access to mentors, that mentors have the knowledge and skills to be effective, and that both have the resources to establish and sustain a mentoring relationship.

To respond to the faculty need for mentoring, the OFA has implemented programs targeted to particular faculty groups, partnered with departments to build mentoring programs, and provided resources for individual faculty to identify a mentor.



**Mentoring Advisory Board:** The Board is composed of cross-campus leaders in mentoring and provides guidance and advice on mentoring activities at UMMS. It is currently chaired by Dr. Pranoti Mandrekar, Professor of Medicine.

**Targeted Mentoring Programs:** Mentoring is an essential element of many OFA-sponsored programs, such as the Onboarding Program, Faculty Vitality Award, Junior Faculty Development Program, Peers for Promotion, Faculty Diversity Scholar Program and Faculty Scholar Award. Our strategy is to incorporate mentoring wherever possible in OFA programs.

**Departmental Mentoring Programs:** The OFA has partnered with the Departments of Family Medicine & Community Health and Pediatrics to design, implement and evaluate formal mentoring programs for faculty. Over 60 faculty participate in these programs.

## Guidance for Mentors and Mentees

The OFA website provides guidance for faculty who are looking for mentoring and advice for mentees and mentors on starting and sustaining a mentoring relationship.



**Individual Consultations:** Faculty seeking advice can meet with an OFA faculty member for individual, customized support in one of three areas: academic advancement, career navigation or retirement planning. OFA faculty conducted 274 individual consultations in 2015–16.

## Chancellor's Award for Excellence in Mentoring



This Award recognizes the importance of mentoring for our campus and is bestowed annually upon a faculty member who demonstrates the qualities of an outstanding mentor for faculty, students, trainees and others within and beyond UMMS.

Celia Schiffer, PhD, professor of biochemistry and molecular pharmacology, was the inaugural recipient of the award, presented in April 2016.

# Equity & Diversity

Programs to foster equity and diversity within our faculty, particularly for minority and women faculty.

## Joy McCann Professorship for Women in Medicine

Tiffany Moore Simas, MD, MPH, MEd, is the Joy McCann Professor for 2014–17. The professorship recognizes female physician faculty who have demonstrated leadership in medical education, mentoring, research, patient care and community service. The goal of her professorship is to enhance the leadership skills of mid-career women.



## UMMS Faculty Scholar Award



This competitive award provides up to \$30,000 to assist junior faculty during a period of increased family care responsibilities to continue research and scholarly efforts while family obligations are addressed. Three awards were made in 2015–16.

## Faculty Diversity Scholars Program (FDSP)

The FDSP encourages recruitment and career advancement of faculty who are members of groups underrepresented in the health sciences. Scholars previously appointed to the program are Paulo Martins, MD, PhD (Surgery) and Marie Ward, MD (Surgery).

New scholars appointed in 2015–16 (*from left below*):

Asem Ali, MD (Medicine), David Chiriboga, MD, MPH (Medicine), Ana Maldonado-Contreras, PhD (MaPS), Teresita Padilla-Benavides PhD (CDB).



## AAMC Conference Support

The OFA provides registration funding for a limited number of faculty to attend the AAMC Professional Development Seminars. In 2015–16, three faculty members were sponsored to attend these conferences.

## Women's Faculty Committee (WFC)

The mission of the WFC is to address the needs of women faculty and promote the status of women at UMMS and UMMHC. The OFA sponsors the annual WFC Awards Luncheon with the Diversity and Inclusion Office.



WFC Award Recipients with WFC Leaders 2015-2016

# Academic Affairs

Support for academic advancement and recognition, and the policies, procedures and governance of the campus.

## UMMS Faculty Fast Facts

The OFA maintains a database of all faculty who hold academic appointments at UMMS. On June 30, 2016, UMMS had:

- 3,001 total faculty (employed & voluntary)
- 2,819 in the School of Medicine
- 182 in the Graduate School of Nursing
- 368 in the Graduate School of Biomedical Sciences
- 1,692 employed by UMMS, UMMMG or both
- 344 (20%) employed part time
- 155 (9.2%) tenured and 75 (4.4%) on the tenure track
- 1309 volunteer faculty

## Appointment, Promotion & Tenure

The OFA administers the process for faculty appointments, promotion and tenure decisions.

In 2015–16,

- 186 faculty were appointed to SOM (171) and GSN (15)
- 66 were promoted in rank (31 women, 35 men)
- 5 received the award of tenure (3 women, 2 men)
- 6 were awarded emeritus status



Faculty promoted to professor, awarded tenure or awarded emeritus status were recognized with individual posters describing their accomplishments and displayed in the medical school lobby.

## Campus Governance

**UMMS-Baystate:** In 2015 an agreement between UMMS and Baystate Health in Springfield, MA, established UMMS-Baystate, as a regional campus. Ten academic departments were founded and campus leaders were appointed as UMMS faculty. Approximately 700 others will receive UMMS appointments.

**School Bylaws:** Revisions to the bylaws of the School of Medicine were approved in June 2016. Maintenance of the campus governance structure builds on the revised governance document for UMass Worcester and bylaws for each school approved in 2013–14.

**Academic Personnel Policy:** The process to review and revise the Academic Personnel Policy (APP) led by the OFA, began on June 16, 2015, with a retreat that engaged 80 faculty and administrators in considering major questions on scholarship and the meaning of tenure.

The Academic Advancement Work Group (AAWG), consisting of 24 campus leaders, was charged by the Provost to review and make recommendations on:

- a definition of scholarship
- pathways and criteria for advancement in academic rank
- pathways and criteria for the award of tenure
- the definition and guarantees of tenure

The AAWG submitted a report to the Provost in June 2016. The next step is to draft the revised APP for approval by the Faculty and Executive Councils and the UMass Board of Trustees.

# Office of Faculty Affairs

University of Massachusetts Medical School  
55 Lake Avenue North, S1-710  
Worcester, MA 01655-0002 USA

Tel: (508) 856-3224

Fax: (508) 856-2129

[faculty.affairs@umassmed.edu](mailto:faculty.affairs@umassmed.edu)

<http://www.umassmed.edu/ofa>

Please visit our website for more information about OFA programs and events, detailed guidance on promotion and tenure, mentoring, part time employment and retirement, and schedules for faculty development programs.

University of Massachusetts Medical School  
**FACULTY NEWS** *Wire* *Get plugged in*

The OFA NewsWire, a weekly email sent to all UMMS faculty, announces upcoming events and development opportunities.



**Office of Faculty Affairs Team 2016**

*From left:*

Robert Milner, Associate Vice Provost for Professional Development  
Kathleen Rancourt, Administrative Assistant  
Margie Rodriguez, Executive Assistant  
Luanne Thorndyke, Vice Provost for Faculty Affairs  
Judith Ockene, Associate Vice Provost for Gender & Equity  
Gennette Ludovico, Academic Personnel Specialist  
Joanna Cain, Director of Talent Management  
Susan Tremallo, Program and Events Coordinator  
John Congdon, Administrative Manager