

# Office of Faculty Affairs

## 2016-17 Annual Report

### *Achievements 2010–17: Programs, Outcomes, Impact*



*Building Partnerships for Faculty Success*

## Welcome to the Office of Faculty Affairs

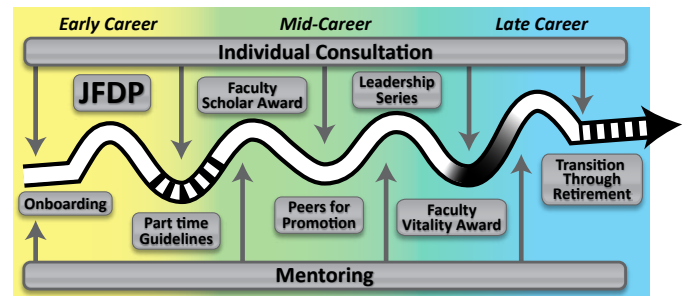


*Luanne Thorndyke, MD  
Vice Provost  
for Faculty Affairs*

The Office of Faculty Affairs (OFA) is committed to enhancing the professional development and academic advancement of our faculty. The goal of the OFA is to support faculty success throughout their career at UMMS. This year's Annual Report summarizes the outcomes, impact, and participation of faculty in the various programs led by the OFA during the seven years since I joined UMMS as the Vice Provost for Faculty Affairs.

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

OFA programs have supported faculty through every stage of their academic career. Major areas involve orientation and onboarding; faculty development and leadership development; preparing for promotion and/or tenure; mentoring; academic planning and transition to retirement. The work of the OFA in supporting faculty has helped chairs to recruit and retain our talented faculty. Many of these programs were made possible by a Faculty Career Flexibility Award from the Alfred P. Sloan Foundation, awarded to only five medical schools in a national competition.



The OFA has employed multiple strategies to engage faculty: targeted programs, online resources, seminars and workshops, mentoring and individual consultations, and scholarship programs. The UMMS Faculty NewsWire contains notices of upcoming activities and events of interest. Our website features many resources, tools, and information about programs and events.

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

During 2016-2017, the OFA was heavily involved in the revision process of the Academic Personnel Policy, which defines the criteria for promotion and tenure. In addition, the establishment of our regional campus, UMMS-Baystate, has involved changes in governance and the appointment of hundreds of faculty working at Baystate Health in Springfield, MA.

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

The OFA is a valuable resource for UMMS faculty that is recognized nationally for its innovative and impactful programs. OFA faculty and staff present regularly at national meetings and serve in leadership positions for the AAMC Group on Faculty Affairs and the New England Network on Faculty Affairs. UMMS is fortunate to have this exceptional office with experienced, committed professionals to advise, mentor, guide, and advocate for our faculty.

## Career Navigation

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

### Faculty Onboarding

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 local community before they arrive.

**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.



**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.

*Since the Faculty Onboarding Program was started in 2012:*

- 588 new faculty have received Welcome Packets
- 266 have attended New Faculty Orientation
- 484 have been assigned an Onboarding Mentor

### Faculty Vitality Award

This award, made possible by the Alfred P. Sloan Faculty Career Flexibility Award, was designed to promote individual rejuvenation, career development, mentoring and academic vitality. The award provided up to \$40,000 for mid-career and senior faculty to pursue a new area of research, education or clinical practice.

*Seven Faculty Vitality Awards (2014–16) have supported faculty to develop new clinical services (Anesthesiology) and training programs (Anesthesiology, Psychiatry, Ob-Gyn), gain new skills (MaPS, Cardiology) and to seek commercialization of research (Orthopedics, Neurosurgery).*

### Work-Life Balance and Faculty Career Flexibility

The OFA has led efforts to help faculty balance their professional responsibilities 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 consultations.

Retired faculty can maintain a connection with UMMS through a umassmed.edu email address and a badge allowing access to the library and campus activities.



*A paper describing OFA efforts to promote succession planning and transition to retirement at UMMS has been accepted for publication in Academic Medicine.*

## Development

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

### EMPOWER Summit

This leadership development conference in March 2017 was developed and implemented by Tiffany Moore Simas, MD, MPH, MEd, the 2014–17 Joy McCann Professor for Women in Medicine and Science, as part of her project for the professorship.



*The Summit, attended by 48 UMMS women clinicians and scientists, was the first leadership conference in UMMS history.*

### Leadership Series

Seminars and workshops by UMMS experts and external speakers address leadership competencies and skill development.



*Over 2400 faculty and staff have attended the 75 workshops and seminars held since 2010.*

### Grant Writing Workshops

Annual workshops on applying for NIH career development and research awards are co-sponsored with the Office of Research and Worcester Polytechnic Institute (WPI).

*Average attendance is 80 faculty and trainees from UMMS, WPI, Baystate, and other UMass campuses.*

### Preparing for Promotion Workshops

Academic advancement—promotion or the award of tenure—is a mark of achievement expected of all faculty. Half-day sessions guide faculty in successful navigation of the processes of promotion and tenure at UMMS. Topics include promotion criteria, effective CVs, and reference letters.



*A total of 110 faculty have attended the workshops since 2011.*

### AAMC Conference Support

The OFA has provided registration funding for faculty to attend the AAMC Professional Development Seminars for Minority, Early Career Women, and Mid Career Women.

*Since 2010, 32 faculty (29 women, 3 men) from nine departments have been sponsored by OFA to attend AAMC Seminars.*

### Individual Consultations

Faculty seeking advice can meet with an OFA faculty member for an individual, confidential consultation in several areas: academic advancement, career navigation or retirement planning.



*OFA faculty have met with over 1200 faculty representing all UMMS departments for individual consultations, since 2010.*

# Mentoring

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

## Mentoring at UMass Worcester

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

*The OFA has implemented mentoring programs targeted to particular faculty groups, partnered with departments (Pediatrics, FMCH) to build mentoring programs, and provided resources for individual faculty to identify a mentor.*

## 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.



*Graduation Ceremony for the 2016-2017 JFDP Class*

*A total of 148 junior faculty have completed the JFDP since 2010 guided by 100 senior mentors. JFDP graduates have published over 500 papers and received \$35M in external funding. JFDP graduates are retained (80% vs. 55%) and promoted (65% vs. 30%) at a much higher rate than non-participants. The program is recognized as a national model and has been implemented at AHCs across the country.*

## Peers for Promotion Program

This program has provided facilitated peer and senior faculty mentoring for non-tenure track faculty seeking promotion to Associate Professor within two years. The program consists of group meetings and a curriculum covering topics essential to the promotion process.



*Most participants (21/29, 72%) in the first two years of the program have been promoted—significantly different from the rate of promotion of equivalent non-participants (35%).*

## Chancellor's Award for Excellence in Mentoring



This Award, initiated by the OFA, recognizes the importance of mentoring at UMMS and is bestowed annually upon a faculty member who demonstrates the qualities of an outstanding mentor for faculty, students, trainees and others. Michael Ennis, MD, professor of family medicine and community health, was the 2017 awardee.

# Equity & Diversity

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

## UMMS Faculty Scholar Award



This award provided 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. Awards have been funded by UMMS, UMMMC, and the UMCCTS.

*The 22 awardees (19 women, 3 men) have published research funded by the award and obtained over \$15M in external funding, a 23-fold return on investment. Eight faculty (of 11 eligible) have been promoted to Associate Professor and two have received the award of tenure.*

## Faculty Diversity Scholars Program

This program has supported the recruitment and career advancement of faculty who are members of groups underrepresented in the health sciences.

*Since 2010, the program has supported 11 faculty (representing BMP, MaPS, Medicine, Pediatrics, Psychiatry, and Surgery).*

## Executive Leadership in Academic Medicine (ELAM)

The OFA has supported the participation of faculty in ELAM, a competitive and highly selective program that prepares senior women faculty to move into positions of institutional leadership where they can effect positive change.



*Jean King Psychiatry, Ellen Gravalles Medicine, Vivian Budnik Neurobiology, Mary Lee Pediatrics, Shlomit Schaal Ophthalmology*

*Five faculty members have participated in ELAM since 2011: all are currently in senior leadership positions at UMMS.*

## Women's Faculty Committee

The committee's mission is to address the needs of women faculty and promote the status of women at UMMS and UMMHC. The achievements of women faculty are recognized at the annual Women's Faculty Committee Awards Luncheon sponsored by the OFA.



*WFC Award Recipients 2016-2017*

## 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 April 10, 2017, UMMS had:

- 3,319 total faculty (employed & voluntary)
- 3,134 in the School of Medicine
- 185 in the Graduate School of Nursing
- 393 in the Graduate School of Biomedical Sciences
- 1,726 employed by UMMS, UMMM or both
- 379 (22%) employed part time
- 156 (9.0%) tenured and 73 (4.2%) on the tenure track
- 1,593 voluntary faculty

*The size of the UMMS faculty has increased since 2010, largely through addition of faculty at the UMMS-Baystate regional campus and other affiliated institutions.*

### Appointment, Promotion & Tenure

The OFA administers the procedures for faculty appointment, promotion and tenure decisions.



*Since 2010, the OFA has overseen:*

- 1698 faculty appointments, including 280 Baystate faculty
- 440 faculty promotions
- 62 faculty awarded tenure

### Faculty and Department Reviews

The OFA oversees the evaluation of faculty through the Annual Performance Review (APR) and the periodic (5–7 year) review of departments and programs.

*Since 2010, the OFA has overseen:*

- ~ 9,000 faculty Annual Performance Reviews
- 31 reviews of departments and programs

### Campus Governance

The OFA has major responsibility for campus governance through support of the Executive and Faculty Councils, and by maintenance of the policy documents that define campus and school governance, and faculty personnel policies. Revision of these policies is led by the OFA in consultation with the faculty and UMMS administration.

*Since 2010, the OFA has led the revision of all major campus policy documents:*

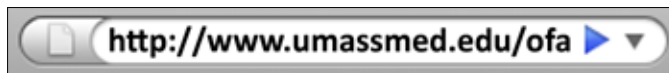
- *UMW Governance Document (approved 2013)*
- *Bylaws for the School of Medicine (approved 2016), Graduate School of Nursing (approved 2014) and Graduate School of Biomedical Sciences (approved 2014)*
- *Academic Personnel Policy (APP), expected to be approved in 2017*

## Office of Faculty Affairs

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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.



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



### Office of Faculty Affairs Team 2016–17

*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

