

Office of Faculty Affairs

2014-15 Annual Report



Building Partnerships for Faculty Success

Welcome to the Office of Faculty Affairs



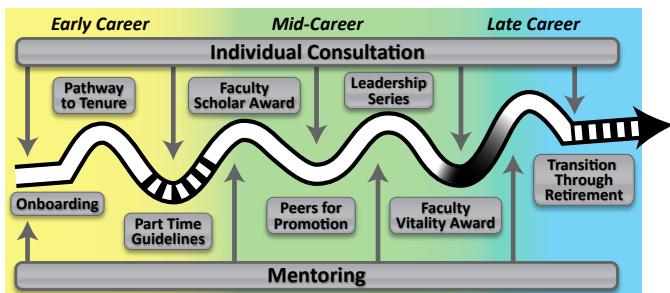
Luanne Thorndyke, MD
Vice Provost for
Faculty Affairs

The goal of the Office of Faculty Affairs (OFA) is to provide a comprehensive structure to support the success of faculty at all career stages—to onboard effectively; to develop a path for career success; to advance in academic rank; to gain skills and competencies for a new leadership position; to plan for a smooth transition to retirement. In short, our mission is to support faculty through the various ages and stages of their careers.

Faculty Career Flexibility is the ability to maintain an active academic career while balancing professional and personal obligations

The OFA, with the support of a prestigious Faculty Career Flexibility Award from the Alfred P. Sloan Foundation and the American Council on Education, has implemented programs, policies and practices that support work-life integration, and continued to invest in areas critical to faculty development, advancement and satisfaction. New programs to support faculty at various stages in their career are now a standard part of our portfolio: Faculty Onboarding Program (new faculty); Peers for Promotion (assistant professors 5-10 years in rank); Pathway to Tenure Program (tenure track faculty); and Transition Through Retirement (senior faculty).

Maximizing Options for Faculty to Reach and Sustain Their Full Potential



Our vision is to be the premier resource for faculty development and faculty affairs locally, regionally and nationally

The OFA employs multiple strategies to support faculty: targeted programs, online resources, seminars and workshops, mentoring and individual consultations with OFA faculty. Our website features guidance and tools for career planning (Individual Opportunity Plan), finding a mentor (Mentoring Network), part time effort (Guidance for Part Time Employment), and transition to retirement (Retirement Checklist).

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.



Office of Faculty Affairs

Building Partnerships for Faculty Success

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.

Welcome Meeting: New faculty are invited to meet with an OFA faculty member on their arrival to ensure that they have access to information and resources. In 2014–15, welcome meetings were held with 28 new faculty.

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 map for their career. In 2014–15, 73 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 2014–15, 94 new faculty were assigned onboarding mentors.

Networking Lunches: Faculty are able to meet informally, network and exchange ideas. In 2014–15, two lunches were held, each 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. Six awards were made in 2014–15.



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 consultations. An online series—*Reflections*—highlights the challenges of retirement. In 2014–15, five seminars on retirement were held with an average attendance of 25. Retired faculty are now able to remain connected with UMMS through a umassmed.edu email address and a badge allowing access to the library and campus activities.



Development

Support for faculty to gain new skills, knowledge and competencies through professional development.

Junior Faculty Development Program (JFDP)

The JFDP is a year-long intensive program designed to facilitate success in academic medicine. A comprehensive curriculum in professional development is combined with a project conducted with the guidance of a senior faculty mentor. In 2014–15, 18 faculty completed the program, representing ten departments and the Graduate School of Nursing.



Graduation Ceremony for the 2014-2015 JFDP Class

Leadership Series

Seminars and workshops by UMMS experts address leadership competencies. In 2014–15, seven seminars and three workshops were offered with an average attendance of 23.

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.

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 2014–15 workshops were attended by 19 faculty.

Peers for Promotion:

This program provides facilitated peer and senior faculty mentoring for faculty seeking promotion to Associate Professor within two years. Eighteen faculty participated in the 2014–15 program.



Peers for Promotion Group 2014–15

Pathway to Tenure: This program is designed to complement the activities of chairs and department faculty in nurturing tenure track faculty. Activities in 2014–15 for tenure-track faculty included a facilitated peer-mentoring group, individual consultations and a departmental third year review.

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 432 individual consultations in 2014–15.

Faculty Advancement and Development Liaisons (FADL):

A senior faculty member is identified in each department to help faculty navigate the promotion process and to provide a link with the OFA.

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.

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.

UMMS Mentoring Survey: This survey, conducted in 2012, has provided essential information about the status of mentoring at UMMS and the needs of the faculty for mentoring. The results continue to inform the implementation of mentoring programs.



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.

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.

Faculty Mentoring Network: The network enables individual faculty to identify and match with mentors. Supported by workshops, online resources and individual consultations, the network guides faculty through the steps of defining their needs for mentoring, identifying a mentor and establishing the mentoring relationship.

Demystifying Mentoring: This new series of seminars and workshops, started in 2014–15, is designed to develop a common language and culture on mentoring. It included sessions on *Myths & Realities of Mentoring*, *Finding a Mentor* and *Effective Mentoring*.

Guidance for Mentors and Mentees: The OFA website provides advice for mentees and mentors on starting and sustaining a mentoring relationship.

Mentoring Consultations: Individual faculty may seek help to identify a mentor by scheduling a consultation with an OFA faculty member.

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 2014–15. Current and past awardees meet regularly in a peer mentoring group.

Faculty Diversity Scholars Program (FDSP)

The FDSP encourages recruitment and career advancement of faculty who are members of groups underrepresented in the health sciences.

Current Scholars (*from left*) are Paulo Martins, MD, PhD (Surgery), Gordon Ogembo, PhD (Medicine) and Marie Ward, MD (Surgery).



AAMC Conference Support

The OFA provides registration funding for a limited number of faculty to attend the AAMC Professional Development Seminars. In 2014–15, four faculty members were sponsored to attend these conferences.

Executive Leadership in Academic Medicine (ELAM)

The OFA supports faculty to attend ELAM, a national program to prepare senior women faculty to move into positions of institutional leadership. Vivian Budnik, PhD (Neurobiology, *left*) and Mary Lee, MD (Pediatrics, *right*) were ELAM Fellows for 2014–15.



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 2014-2015

Academic Affairs

Support for faculty 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 December 31, 2014, UMMS had:

- 3,066 total faculty
- 2889 in the School of Medicine
- 177 in the Graduate School of Nursing
- 368 in the Graduate School of Biomedical Sciences
- 1732 employed by UMMS, UMMMG or both
- 335 (19.3%) employed part time
- 168 (9.7%) tenured and 78 (4.5%) on the tenure track
- 1334 volunteer faculty

Appointment, Promotion & Tenure

The OFA administers the process for faculty appointments, promotion and tenure decisions, and supports the Personnel Action and Tenure Committees. In 2014–15,

- 162 faculty were appointed to SOM (146) and GSN (16)
- 67 were promoted in rank (34 women, 33 men)
- 9 received the award of tenure (1 woman, 8 men)
- 6 were awarded emeritus status

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

Governance: Academic Personnel Policy

The process to review and revise the Academic Personnel Policy (APP) was started in 2014–15. The process, 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. Working groups will review and make recommendations on the policies and criteria for appointment, promotion and tenure.

Career Flexibility for Biomedical Faculty of Today and Tomorrow

Boston March 14–15, 2015

A NATIONAL CONFERENCE

The OFA led the organization of this Conference, held at Boston University School of Medicine. Over 100 leaders of academic medicine from every region of the country came together to explore programs, policies and tools to improve faculty career flexibility throughout the career life cycle. Plenary speakers and expert panels addressed three themes: flexible pathways for



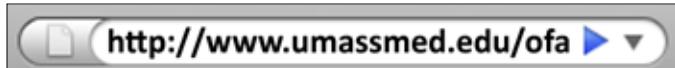
faculty success, engagement and retention; mentoring models to foster faculty development throughout the career life cycle; and mid/late-career vitality and transition to retirement. The Conference was organized by the ACE/Sloan Faculty Flexibility Collective, the American Council on Education and the New England Network on 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 2015

From left:

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