The OFA supports faculty academic advancement and recognition, and the policies, procedures and governance of the campus.

**Appointment, Promotion & Tenure**
The OFA administers the process for faculty appointments, promotion and tenure decisions, and supports the Personnel Action and Tenure Committees. In 2013–14,
- 202 faculty were appointed to SOM (197) and GSBN (5)
- 68 faculty were promoted in rank (25 women, 43 men)
- 13 faculty received the award of tenure (3 women, 10 men)
Faculty promoted, tenured or awarded emeritus status are recognized bi-annually at faculty networking lunches. Faculty promoted to professor or awarded tenured or emeritus status are also recognized with informative posters displayed in the medical school lobby.

**Governance**
This past year proved to be the culminating year in overhauling the Campus governance. Endorsed by the Faculty Council, Executive Council and Faculty-at-Large, the UMMS Governance Document was approved by the University's Board of Trustees in September 2013. One of several changes required each of the Schools to maintain Bylaws. During the year the OFA worked with the Dean of each school and a writing group to develop bylaws, which have now been approved for all three schools.
Additionally, the OFA worked with each of the Campus and SOM standing committees to develop committee bylaws. Many of these have already been approved and are in effect. The OFA will continue working with the Schools over the next year with the Faculty Council, Executive Council and Standing Committees to implement changes resulting from the Governance Document and School Bylaws.

**UMMS Faculty Fast Facts**
The OFA maintains a database of all faculty who hold academic appointments at UMSM. On December 31, 2013, UMMS had 3,067 faculty. The majority (89%) are appointed in the clinical departments. Our faculty includes:
- 1779 employed by UMMMS, UMMMG or both
- 366 (21%) employed part time
- 154 tenured (8.7%) and 94 on the tenure track (5.2%)
- 1288 volunteer
- 2897 total in the School of Medicine (SOM)
- 170 total in the Graduate School of Nursing (GSN)
- 377 in the Graduate School of Biomedical Sciences (GSBS)

**Distribution of Employed Faculty by Rank and Gender**

<table>
<thead>
<tr>
<th>Rank</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>295</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>92</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>408</td>
</tr>
<tr>
<td>Instructor</td>
<td>116</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>514</td>
</tr>
<tr>
<td><strong>Male</strong></td>
<td>280</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>234</td>
</tr>
</tbody>
</table>

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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.
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Welcome to the Office of Faculty Affairs
The University of Massachusetts Medical School (UMMS) was one of only seven medical schools nationally to receive a Faculty Career Flexibility Award from the Alfred P. Sloan Foundation and the American Council on Education (ACE). With this support, in 2013–14 the OFA designed and implemented programs, policies, and practices to provide opportunities for work-life balance, and leveraged continued investment in issues critical to faculty development, advancement, and satisfaction.

**Faculty Career Flexibility is the ability to maintain an active academic career while balancing professional and personal obligations**
The central theme of our accelerator plan for the ACE/Sloan Award is: Maximizing Options for Faculty to Reach and Sustain their Full Potential. New programs have been added to our portfolio for multiple types of faculty: 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). Part Time Guidelines were developed to assist faculty and their chairs in considering potential changes in work effort. In 2014-15, mentoring will be a primary focus to ensure that all faculty receive the mentoring they need and desire to be successful.
The OFA sponsors programs to help faculty navigate their careers from recruitment to retirement.

Faculty Onboarding Program

The goal of the Faculty Onboarding Program is to ensure that each new faculty member is provided with opportunities for orientation and success at UMMS. Major elements include:

- **Welcome Packet:** New faculty receive a packet of information about UMMS and the surrounding community before they arrive on campus.
- **New Faculty Orientation:** Quarterly sessions include overviews of UMMS and UMMHC, processes for promotion and evaluation, and changes in healthcare delivery. Faculty also develop an Individual Opportunity Plan—a career planning tool to provide a personal map for their career. Extensive resources and information for new faculty are also available on the OFA website.
- **Onboarding Mentor:** Each new faculty member is assigned an onboarding mentor by their department. These experienced faculty assist new faculty in the transition to UMMS, providing introductions, orienting information, and integration during their first year. In 2013–14, 79 new faculty were assigned onboarding mentors.

Networking Lunches: These events provide an opportunity for faculty to meet informally, network, and exchange ideas. Brief programs provide updates on important initiatives and celebrate women Assistant Professors participating in the junior faculty development program during the 2013–14 academic year. Four lunches were held in 2013–14 with a total attendance of almost 400 faculty.

Work-Life Balance and Faculty Career Flexibility

The OFA has lead the creation of guidance for faculty who face the challenges of balancing their professional and personal lives at critical stages of their careers.

- **Part Time Guidelines:** These guidelines provide for a framework for discussions of change in effort hours for faculty, their chairs, and their chair and are designed to promote fairness and transparency around the decision. The guidelines were developed by a cross-campus working group of faculty, chairs, and administrators and have been approved by both UMMS and UMMHC leadership.
- **Transition Through Retirement:** A survey of UMMS faculty over age 50 demonstrated that many had not prepared for retirement. In addition, faculty expressed the desire to remain connected with UMMS after retirement. In 2013–14, the OFA initiated an integrated retirement program to assist faculty seeking promotion or tenure.
- **Mentoring Consultations:** Workshops are also provided for mentors, including a Find a Mentor workshop designed to help them identify a mentor. These half-day workshops address the processes of promotion and match with mentors. The Network, which is supported by workshops, online resources, and individual consultations, guides faculty through three steps of defining their needs for mentoring, identifying a mentor, and establishing the mentoring relationship.

Mentoring

The OFA provides support for faculty to gain new skills and knowledge through mentoring.

- **Mentoring at UMass Medical School:** 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 support 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 at UMMS. The Board played a key role in the design of the Mentoring Survey. It is currently chaired by Dr. Pranom Mandekar.
- **UMMS Mentoring Survey:** This survey, conducted in 2012, demonstrated that one third of the faculty responding were not receiving guidance but needed mentoring (the “mentoring gap”) and that a majority of these faculty did not know how to find a mentor.

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.

FACULTY DEVELOPMENT PROGRAMS

The OFA provides support for faculty to gain new skills and knowledge through professional development.

- **Junior Faculty Development Program (JFDP):** The JFDP is a year-long intensive program for junior faculty designed to facilitate their success in academic medicine. A curriculum in research, education, and career development is combined with a project conducted with the guidance of a senior faculty mentor. Twenty-three faculty completed the program in 2013–14, representing nine departments and the Graduate School of Nursing.
- **Preparing for Promotion Workshops:** These half-day sessions address the processes of promotion and tenure at UMMS. Topics include promotion criteria, CVs and reference letters. The 2013–14 workshops were attended by 34 faculty.
- **Peers for Promotion:** This new program provides facilitated peer mentoring for faculty seeking promotion to Associate Professor within two years. In 2013–14, 12 women Assistant Professors participated in the pilot that addressed the components needed for promotion.
- **Pathway to Tenure:** This program is designed to support, complement and add value to the activities of chairs and department faculty in nurturing tenure track faculty. The program includes periodic individual consultations with OFA faculty, a peer mentoring group, and seminars for tenure track faculty. In 2013–14, the OFA piloted a three-year formatative review of tenure track faculty by departments.
- **Faculty Advancement and Development Liasons (FADL):** Each department has a faculty member identified to help individual faculty navigate promotion. FADL Representatives are important links between the OFA, the department chair, the departmental personnel action committee, and faculty considering promotion.

AAMC Conference Support

The OFA provides registration funding for a limited number of faculty to attend the AAMC Women and Minority Faculty Professional Development Seminars. In 2013–14, five faculty members were sponsored to attend these conferences.

Executive Leadership in Academic Medicine (ELAM)

The OFA supports the application of faculty to ELAM, a competitive and highly selective 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 selected as ELAM Fellows for 2014–15. In 2014, Jean King, PhD (Psychiatry), a 2011 ELAM Fellow was appointed as Associate Provost for Biomedical Research.

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 effort while family obligations are addressed. Five awards were made in 2013–14. A formal Nominating Group for the awards was started in 2013–14.

Women’s Faculty Committee (WFC)

The mission of the WFC is to address the needs of women faculty and provide equal opportunity status of women at UMMS and UMMHC. The OFA cooperates with the ELAM award recipients to hold an annual Luncheon with the WFC and the Diversity and Equal Opportunity Office.