**TABLE OF CONTENTS**

WELCOME FROM THE OFFICE OF FACULTY AFFAIRS ................................................................. 1

WELCOME FROM THE DEAN AND PROVOST ........................................................................... 2

APPOINTMENTS, PROMOTIONS AND TENURE ...................................................................... 3

FACULTY APPOINTMENTS, PROMOTIONS AND TENURE .......................................................... 3

AY2009 & 2010 ACTIVITIES AND INITIATIVES ....................................................................... 5

AY2010 PLANNED INITIATIVES ............................................................................................... 5

FACULTY DEVELOPMENT AND MENTORING PROGRAMS ...................................................... 6

Faculty Development Program .................................................................................................. 6

Mentoring Program .................................................................................................................. 6

AY2009 & 2010 ACTIVITIES ..................................................................................................... 6

AY2009 & 2010 INITIATIVES ..................................................................................................... 7

AY2010 PLANNED INITIATIVES ............................................................................................... 9

PROGRAM FOR FACULTY DIVERSITY AND INCLUSION ...................................................... 10

MISSION, VISION AND GOALS .............................................................................................. 10

UMMS FACULTY DIVERSITY STATISTICS UPDATE ................................................................. 10

AY2009 & 2010 ACTIVITIES AND INITIATIVES ....................................................................... 11

AY2010 PLANNED ACTIVITIES AND INITIATIVES ................................................................ 12

AY2009 & 2010 PROGRAMS AND COMMITTEES .................................................................. 13

PROGRAM FOR WOMEN’S ADVANCEMENT AND LEADERSHIP ........................................ 15

AY2009 & 2010 ACTIVITIES AND INITIATIVES ....................................................................... 15

- Gender Equity Initiative (GEI) .............................................................................................. 15
- Women’s Leadership Work Group ...................................................................................... 15
- Women’s Faculty Committee .............................................................................................. 16
- Faculty Advancement Department Liaisons (FADL) ........................................................... 16
- Joy McCann Professorship ................................................................................................... 17
- Association of American Medical Colleges (AAMC) Career Development Seminars ......... 17
- Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM) ................. 18

AY2010 PLANNED INITIATIVES ............................................................................................... 18

LEADERSHIP SYMPOSIUM 2009 .............................................................................................. 19

GOVERNANCE AND POLICY ................................................................................................. 21

AY2009 & 2010 ACTIVITIES AND INITIATIVES ....................................................................... 21

- Faculty Reviews .................................................................................................................. 21
- Department Five Year Reviews .......................................................................................... 21
- Policy Initiatives .................................................................................................................. 21

AY2010 PLANNED INITIATIVES ............................................................................................... 22
Dear Colleagues,

I am pleased to present the second annual report of the Office of Faculty Affairs (OFA). This report summarizes the accomplishments and initiatives of the OFA between July 1st, 2008 and December 31st, 2009 and outlines our goals for the remainder of this academic year.

In keeping with our theme of “enrich, enhance and advance,” the activities outlined in this report demonstrate the OFA’s commitment to our goal of “promoting sustainable strategies to enhance an institutional climate of inclusion, equity, and opportunity” at the University of Massachusetts Medical School (UMMS).

The OFA is responsible for the implementation and management of the faculty appointment and promotion processes, the tenure process, governance policies, and other faculty-related matters within UMMS. We are involved with faculty at every step of their career; from recruitment to retirement, “cultivating the workforce of the future,” one of the strategic goals of our academic health sciences center. Whether it is providing new faculty development programs and networking opportunities, developing initiatives to increase the number of women faculty in leadership roles, providing leadership programs for diversity recruitment efforts, or drafting initiatives and policies to address salary inequity, the OFA’s role is integral to the success of all faculty and therefore of our institution.

The goals we have identified for AY2009-2010 will augment our current efforts, and improve and expand our ability to serve the faculty of UMMS as they lead our institution to national distinction in education, research, clinical care, and public service.

Judith K. Ockene, PhD, MEd
Interim Vice Provost for Faculty Affairs
WELCOME FROM THE DEAN AND PROVOST

Dear Colleagues,

We consider the faculty to be the greatest asset of our school and the engine that drives progress on all of our core missions of education, research, clinical service, and community services. This includes both those who have built the foundation for the Medical School’s successes and the impressive new members who have joined our community, attracted by the leading-edge research, collaborative culture, and innovative curriculum design.

We recognize the growing challenges faced by all of our faculty as the complexity and diversity increase as our institution grows. The singular purpose of the Office of Faculty Affairs (OFA) is to help you, our faculty, cultivate your own career success. Whether you are a founding faculty member, a recent recruit or anywhere in between on your career timeline, I encourage you to take advantage of our OFA resources. Sign up for one or more of the many faculty development workshops offered by the OFA; learn about and participate in the work of OFA programs and initiatives; consider becoming a mentor or a mentee.

I am especially proud that in AY2009 the OFA continued to make progress in encouraging diversity and gender equity at UMMS. Our recent efforts, current results and future plans are detailed in this annual report. One example was November’s successful symposium “Building an Inclusive and Engaged Faculty Community,” which spawned a Leadership Speaker series building upon the theme of inclusivity and engagement with invited speakers scheduled during the year ahead. Learn more about these and many other resources available to you in the pages that follow.

I thank you, and look forward to our continued collaboration in the years ahead.

Terence R. Flotte, MD
Executive Deputy Chancellor and Provost
Dean of the School of Medicine
APPPOINTMENTS, PROMOTIONS AND TENURE

The appointment, promotion and tenure processes are a major component of the work conducted by the OFA. We provide support to all academic departments within the School of Medicine (SOM) during the appointment process and work to prepare faculty for promotion and tenure by providing workshops, one-on-one training and coaching, and additional development programs.

The Personnel Action Committee (PAC) for the SOM meets on a monthly basis to review all appointments and promotions submitted by departments. It is made up of seven voting members (elected by their colleagues at large), and one ex-officio member (the Vice Provost for Faculty Affairs). The PAC’s recommendations are put forth to the Executive Council which reviews them on the fourth Tuesday of each month. If requested by faculty or chairs, the PAC performs pre-reviews of faculty interested in seeking promotion. PAC members routinely participate in How to Effectively Navigate and Interpret Promotion and Tenure Policies workshops. These workshops are presented several times a year institutionally and, as requested, can be tailored to departments’ needs.

The Tenure Committee, made up of 12 members (elected by their departmental colleagues) representing 11 departments, meets on an as-needed basis. It holds an informal and formal review of each tenure candidate and submits a recommendation to the Vice Provost for Faculty Affairs.

FACULTY APPOINTMENTS, PROMOTIONS AND TENURE

Between July 1, 2008 and December 31, 2009, the PAC approved a total of 361 appointments and 93 promotions. Additionally, 8 appointments with tenure and 8 awards of tenure were approved by the Board of Trustees upon the recommendation of the Tenure Committee and the Chancellor. The following reflects a breakdown of these personnel actions:

![Percentage of Appointments by Rank](chart.png)
• **Affiliate**  
13 individuals were appointed as Affiliates

• **Lecturer**  
Four individuals were appointed as Lecturers

• **Instructor**  
98 individuals were appointed as Instructors

• **Assistant Professor**  
197 individuals were appointed as Assistant Professors  
24 faculty members were promoted to Assistant Professor

• **Associate Professor**  
24 individuals were appointed as Associate Professors  
55 faculty members were promoted to Associate Professor

• **Professor**  
25 individuals were appointed as Professors  
14 faculty members were promoted to Professor

• **Tenure**  
16 faculty members were awarded Tenure  
Four faculty members were transferred from the Non-Tenure track to the Tenure track  
Three faculty members were transferred from the Tenure track to the Non-Tenure track

• **Emeritus**  
Three faculty members received Emeritus status

• **Sabbaticals**  
Two Sabbaticals were granted during AY08-09

Of our faculty, 60.8% are men and 39.2% are women. AAMC statistics are similarly 65% of faculty being men and 35% women. As represented above, our efforts to promote women faculty to higher academic ranks have begun to be successful. Additionally, the representation of women on the faculty has increased from AY2008. However, as represented below women compared to men continue to be underrepresented at the higher ranks.
Regarding tenure, 25 women are tenured (3.45% of the female employed faculty) compared to 111 men (11.10% of the male employed faculty).

**AY2009 & 2010 ACTIVITIES AND INITIATIVES**

- Increased number of women promoted to Professor from 1 the previous year to 8 in AY2009
- Increased number of women promoted to Associate Professor from 14 the previous year to 16 in AY2009
- Identified and communicated with over 800 voluntary faculty members eligible for reappointment
- Initiated process for mini-tenure reviews and maintained tracking of all tenure-track faculty
- Offered department-specific promotions workshops
- Implemented Faculty Flex Pilot Program to provide bridge funding to faculty during personally challenging times
- Presented poster and abstract at 2009 AAMC Women in Medicine meeting, "Increasing Representation of Women Faculty at the Associate and Full Professor Levels: Faculty Advancement Department Liaisons"
- Modified existing reappointment procedures for voluntary faculty from annual to every three years

**AY2010 PLANNED INITIATIVES**

- Submit 4-campus NSF PAID proposal (along with Boston, Dartmouth and Lowell campuses)
- Develop Scholars Award for junior faculty in childrearing years
- Promote 14 women to Associate Professor and 8 women to Professor in AY2010
- Continue to identify and connect with faculty who may be potential promotion candidates
Faculty Development Program

The Faculty Development Program offers a wide array of workshops and programming designed to help faculty enrich their professional lives, enhance personal growth, advance in their academic careers, build collaborative relationships with colleagues and sustain their vitality throughout the academic life cycle. As the clinical, teaching and research demands of faculty increase, and as the culture of academic medicine changes, the Faculty Development Program is committed to focusing on salient issues to comprehensive academic career development. In response to the ongoing needs of teaching, research, and clinical faculty, the Program developed offerings customized for departments and their faculty. Additionally, individual faculty members have the opportunity to develop a tailored program for themselves, including combining workshops focused on their needs. There are offerings in four areas central to faculty academic work – teaching, technology, research and leadership. They provide faculty with opportunities for networking, and sharing ideas and perspectives across departments and schools within the UMMS community.

Mentoring Program

The Faculty Mentoring Program supports mentoring for professional and personal development in teaching, research, clinical care and leadership. Individual, group and focused mentoring opportunities are available for junior faculty to receive support from experienced and successful faculty members in an informal, confidential and non-evaluative manner. It is based on the belief that junior faculty can benefit from a professional relationship with a senior faculty member who can help them navigate the complex academic environment, including the decisions and challenges of academic life, and the challenge of balancing personal needs with teaching, research, clinical care, and service obligations. Mentoring also helps foster a culture of community.

AY2009 & 2010 ACTIVITIES

Between July 1, 2008 and December 31, 2009, the Faculty Development Program provided 159 workshops and 14 networking luncheons to faculty on the University Campus. Workshops were attended by over 780 faculty representing 24 departments and programs from the SOM, Graduate School of Biomedical Sciences (GSBS), and Graduate School of Nursing (GSN). An average of 152 faculty attended each luncheon, with the highest luncheon attendance at 203 faculty. The Program provided an additional 20 workshops and seven networking luncheons for faculty on the Memorial Campus, with attendees representing 12 departments and programs. Workshops also were presented to 50 physicians at St. Vincent Hospital.

Between July 1, 2008 and December 31, 2009, mentors from 17 departments and mentees from 14 departments were represented in the program. The number of matched pairs increased by 13% during this time.
The Faculty Development Program collaborated with the other four University of Massachusetts (UMass) campuses on a variety of inter-campus working committees and task forces relating to teaching and learning, and technology.

**AY2009 & 2010 INITIATIVES**

- Five new initiatives were implemented within the Faculty Development and Mentoring programs:
  1. **Established an OFA Faculty Mentoring Advisory Group:** This Advisory Group was established to inform the agenda of the mentoring program and to establish stronger links and collaborations with other programs and departments at the institution. The group initiated plans to provide increased diversity mentoring and programming for minority and faculty from underrepresented in medicine (URM) groups, and initiated collaboration with the Office of Clinical and Translational Research to provide increased mentoring and programming for junior clinical faculty; all toward better addressing the mentoring needs of our faculty. Members of the group are:
     - **Susan Pasquale, PhD, MT-BC, NMT,** Chair; Director, Curriculum and Faculty Development; Offices of Medical Education and Faculty Affairs; Assistant Professor of Family Medicine & Community Health
     - **Lucia Languino, PhD,** Professor of Cancer Biology and Cell Biology
     - **William Schwartz, MD,** Professor of Neurology
  2. **Teaching with Medical Simulation Faculty Development Certificate:** This certificate program was designed for faculty who are thinking about using medical simulation in their teaching. Participants have the opportunity to acquire new ideas and skills that are helpful in designing and using medical simulation in their teaching. This certificate is a collaboration between the OFA, the UMMS Simulation Center and the Office of Medical Education. Faculty who have previously taken medical simulation courses or workshops and/or have medical simulation teaching experience may be able to apply those experiences to the requirements for this certificate. This certificate is designed to be directly linked with the Scholarship of Teaching and Learning (SoTL) Program.
3. **Teaching with Technology Faculty Development Certificate – Process to Practice:**
This certificate program is designed for faculty who are thinking about enhancing their
teaching through the use of technology. Each of the two available certificate tracks
highlights how the curriculum design process and teaching practice must work in
partnership with a chosen technology, and how the design process and teaching
practice can be enhanced by incorporating a technology already in place. Participants
have the opportunity to acquire new ideas and skills that are helpful in enhancing their
course design and teaching. This certificate is a collaboration between the OFA,
Information Services, and the Lamar Soutter Library. This certificate is designed to
be directly linked with the SoTL Program.

4. **Faculty Forward Initiative of the Association of American Medical Colleges (AAMC)**
This 3-year project is now beginning its second year. Faculty Forward is a partnership
between the AAMC and 25 medical schools around the country focusing on measuring
and enhancing medical school faculty satisfaction.

5. **Workshops at St. Vincent Hospital:** The Faculty Development Program provided
workshops to residents and attending physicians at St. Vincent Hospital.
- Customized workshops were developed to meet specific needs of individual departments and
  programs. Four examples are:
  1. A workshop series was designed and presented for the Surgery Residency Program on
teaching, learning, and leadership in the residency years. The three workshops in the
series were, “Clinical Teaching,” “Giving and Receiving Constructive Feedback,” and
“Leadership”
  2. Consultation and workshops pertaining to the SoTL Program, designed to assist faculty
in taking their multiple types of teaching to publication, was provided to several groups
such as the Department of Emergency Medicine and Graduate School of Nursing (GSN)
faculty
  3. Workshops for two clinical departments on How to Effectively Navigate and Interpret
Promotion Policies
  4. A workshop on Models of Clinical Teaching was presented to the Department of
Medicine at St. Vincent Hospital
- Worked with the GSN to design a survey to assess their faculty development needs
- Continued ongoing collaboration with the Academic Computing division of Information
Services. This included 90 workshops on the University and Memorial campuses using various
teaching technologies and BLS Vista in pedagogy
- Further advanced ongoing collaboration with the Lamar Soutter Library by presenting 12
workshops on the University and Memorial campuses on using various search and research
tools
- Developed and implemented the November 2nd-3rd, 2009 symposium on ‘Building an Inclusive
and Engaged Faculty Community’ in collaboration with the Women’s Leadership Work Group
and Women’s Faculty Committee. It was presented by Page Morahan, PhD, Founding Director,
and Diane Magrane, MD, current Director, of the Hedwig van Ameringen Executive Leadership
in Academic Medicine (ELAM) Program for Women
- Initiated a Leadership Series for faculty that builds on the theme of inclusivity and engagement
begun with the November symposium
• Designed an integrated set of workshops to assist faculty in the promotion process. These included understanding the promotion process, and preparation of teaching, academic, and administrative portfolios for promotion. In addition, one-on-one consultations were provided
• Mentoring was advanced with Mentee Orientation workshops, Mentor Orientation workshops, monthly Mentoring Partnership Breakfasts, Mentor-to-Mentor Discussion Breakfasts, and a Mentoring Program Recognition Luncheon

AY2010 PLANNED INITIATIVES
• Provide a spectrum of new faculty and curriculum development programs
• Build on work with the Associate Vice Provost for Diversity to provide increased mentoring and diversity programming for faculty from URM groups
• Implement a Leadership Speaker Series to build on the theme of inclusivity and engagement begun with the November 2009 symposium on ‘Building an Inclusive and Engaged Faculty Community’
• Submit 4-campus NSF PAID proposal (along with Boston, Dartmouth and Lowell campuses)
• Develop Scholars Award for junior faculty in childrearing years
PROGRAM FOR FACULTY DIVERSITY AND INCLUSION

Consistent with the academic health sciences center's strategic goals to create the workforce of the future, the Program for Faculty Diversity and Inclusion is dedicated to systematically supporting and fostering the recruitment, retention, and career advancement of faculty, particularly those from backgrounds that are under-represented in medicine and the sciences (URM) at UMMS. Creating a well-prepared, diverse workforce at UMMS is critical for maintaining, expanding and enhancing our national reputation for outstanding research, medical education and clinical care. We are committed to using innovative approaches informed through broad perspectives on strengthening our environment for creating, fostering and celebrating excellence through diversity and inclusion. We will achieve these goals by focusing on expanding diversity in the following areas:

- **Research**: UMMS recognizes the crucial need for diversity in the biomedical, behavioral, and clinical research workforce in order to maintain our reputation as an innovator in the field of medical research. A diverse research workforce will be better equipped to take on the challenges facing healthcare today by broadening perspectives for setting research priorities and improving our capacity to address health disparity conditions to improve the health of our communities, the Commonwealth and the nation.

- **Education**: Faculty diversity is central to further establishing UMMS as an example of educational excellence by creating a rich, innovative learning environment with a reputation for mentoring, inclusiveness, opportunity and inspiration in every facet from clinical training to the classroom, in training the clinicians and scientists of the future who are equipped with a clear understanding of team science and public health priorities of our neighborhoods and the world.

- **Clinical Care**: Promoting diversity and cultural competency by forging initiatives with both local and national partners will set the Academic Health Sciences Center apart as an industry trailblazer exemplifying standards in cultural integration and inclusiveness in clinical care.

MISSION, VISION AND GOALS

- **Mission**: The mission of the program is to develop and support programs to achieve UMMS's strategic goal of building the workforce of the future by increasing the competitiveness of UMMS for attracting and retaining a faculty workforce that is representative of the communities we serve.

- **Vision**: The vision for the Program is for UMMS to attain and maintain national recognition as an institution that creates, fosters and celebrates excellence through a diverse community of faculty and learners.

- **Goals**: The current activities of the program are organized around four thematic goals:
  1. Develop a Faculty Diversity Plan that will eventually become part of a broader institutional diversity plan. The overall goal of the plan is to define where we are, where we want to be, how to get there, how we know that we have succeeded, and how to maintain momentum and sustain our gains.
  2. Enhance the attractiveness of UMMS through a culture of integration and inclusiveness for all faculty irrespective of their background.
3. Strengthen the working and learning environment to be inclusive and responsive to diverse faculty groups through networking and engagement with the surrounding community
4. Increase recruitment and retention of URM through targeted programs of outreach, career advancement and institutional affiliations

UMMS FACULTY DIVERSITY STATISTICS UPDATE

UMMS faculty diversity statistics as of December 31st, 2009 were compared to AAMC’s national averages. UMMS has a similar percentage of Asian faculty compared to national faculty data. However, for Blacks, Hispanics, and Native Americans, UMMS is below the national average.

Black faculty members make up about 1.03% of faculty across all of the schools. In the SOM there are 28 black faculty members (about 0.99%) compared to 2,371 white faculty members (about 83.52%). Of the 136 tenured faculty in the SOM, 3 are black (about 2.21%). In the GSBS there are 6 black faculty members, making up 1.61% of their faculty. GSN has 3 black faculty members out of 193 total members (about 1.55%).

Hispanics make up 1.80% of all faculty members across all three schools, but there are no Hispanics in the GSN. Hispanic faculty members (n=54) make up 1.80% of the SOM. GSBS has 10 Hispanic faculty.

AY2009 & 2010 ACTIVITIES AND INITIATIVES

- In collaboration with DEOO and HR, a working group was assembled to brainstorm diversity initiatives within UMMS
- Began work on establishing collaborative relationships with the University of Puerto Rico and Howard University for exchange of students, residents and faculty. The program has worked closely with Drs. Gary Stein (Chair of Cell Biology and interim Director of the Cancer Center), Brian Lewis (Assistant Professor in the Program in Gene Function and Expression), Gregory Volturo (Chair of Emergency Medicine), and Deborah DeMarco (Associate Dean for GME) on
this endeavor. We had two constructive meetings with the leadership at the University of Puerto Rico for establishing residency electives and faculty exchanges between the two institutions that may include Spanish language and cultural immersion for participants. It may also allow for the expansion of ongoing collaborative relationships in training and research:

- Taken steps towards developing targeted Mentor-Mentee Program for URM faculty
- Sponsored a UMass URM faculty member to attend the National Medical Association conference in collaboration with Arnold J. Avila, Senior Director of Human Resources of the UMass Memorial Medical Group
- Participated in residency orientation programs on culture and learning
- Supported networking programs for Indian and Pakistani faculty led by Dr. Samir Malkani (Clinical Associate Professor of Medicine) and for Korean faculty led by Dr. Jason Kim (Professor of Molecular Medicine)
- Conducted successful in-person sessions with Deans, Chairs, and Department Heads to identify the needs of each department for diversity and inclusion
- Assisted in the recruitment of URMs in departments, including Molecular Medicine, Medicine, Pediatrics and Quantitative Health Sciences

**AY2010 PLANNED ACTIVITIES AND INITIATIVES**

- Sponsor URM external seminar featuring Dr. Anthony Graves (Instructor of Hematology/Oncology at Children’s Hospital of Pittsburgh)
- Creation of a task force to develop a faculty diversity strategic plan focused on URMs. The goal of the plan is to enhance UMMS capacity for excellence in education, research and clinical care through diversity and inclusion. The taskforce will work on key areas in the subgroups outlined below:
  - **Recruitment Group:** will increase recruitment of URMs at all faculty levels through better recruitment practices and policies. The group will provide recommendations on how to broaden the pool of URM applicants, build infrastructure that may enhance recruitment efforts and increase the effectiveness of our current recruitment practices including resources to support recruitment. The development of a culturally focused recruitment toolkit may be a potential consideration.
  - **Retention and Career Advancement Group:** will make recommendations on enhancing the retention and career advancement of URM faculty. Recommendations may include, but are not limited to, networking, academic navigators, mentoring, career development resources, funding support, fellowships, exchanges and endowed professorships. Recommendations should include potential synergies with existing faculty development programs including mentoring at UMMS and how such programs may be modified, if needed, to more effectively support URMs.
  - **Outreach and Marketing Groups:** We get who we seek! Who we seek may be communicated in overt and subliminal ways through our public image on websites, literature, mission statements and the affiliations we build. This group will provide recommendations on how to effectively market to URMs in terms of messaging based on strengths of this institution (a Nobel Prize winner, etc) and to enhance the "external" image to attract highly talented and motivated URMs. In addition, building synergies...
with existing pipeline programs may support our goals for the diverse future workforce from which to recruit.

- **Environment and Core Values Group:** will make recommendations on transforming our values to clearly articulate our critical interest in building the workforce diversity by integrating diversity horizontally and vertically into the institution’s business structure. This may include developing support systems, tools for cross-cultural integration and training, conflict resolution, events celebrating diversity, and providing cultural competency training.

- **Data Group:** will make recommendations on what faculty groups are under-represented at UMMS and the principles for defining them. The group also will make recommendations on recruitment and retention goals, evaluation of outreach efforts, and measurement and benchmarks on the climate for URMs and on metrics for assessing the success of diversity programs at UMMS. The group also will consider the merits of creating a Diversity Scorecard for each department and how the leadership might use it to support the diversity initiative.

- Establish a decentralized Diversity Liaison Service in collaboration with UMMS departments and the greater Worcester community as a resource for relocation and assimilation of new and existing faculty. This will provide URMs with an introduction into the community upon their arrival and support them throughout their career at UMMS by providing:
  1. Opportunities for faculty to connect with senior faculty for advice and support
  2. Translocation services to assist existing and new faculty with adjusting to the area, finding local resources, and overseeing family and community events to promote smooth integration/assimilation
  3. Confidential Conflict Resolution Training/Services to provide diverse faculty with access to resources for successful academic careers

- Establish regular meetings with Department Heads and University leadership to address diversity issues

**AY2009 & 2010 PROGRAMS AND COMMITTEES**

- **Faculty Diversity Scholars Program (FDSP):** Administered by the Associate Vice Provost for Diversity (AVPD), the FDSP is part of UMMS’s multifaceted approach to workforce diversity. The primary goal of the program is to increase the recruitment and career advancement and success of faculty at UMMS who are from backgrounds that are underrepresented in the health sciences. The program advances the medical school’s strategic goal of building the workforce of the future by increasing the numbers of underrepresented faculty at the UMMS to a critical and self-sustaining level. The FDSP serves also as a vehicle for strengthening the academic environment for enhancing academic workforce diversity through partnerships with academic departments. In 2009, the program recruited a new faculty member to the medical school.
  - **Current Scholars:**
    - Sonia Ortiz-Miranda, PhD, Assistant Professor, Department of Physiology
    - Benjamin U. Nwosu, MD, Assistant Professor, Department of Pediatrics, Division of Pediatric-Endocrinology
    - Rashelle Brown Hayes, PhD, Instructor, Department of Medicine, Division of Preventive and Behavioral Medicine
**New Scholar:** Dr. Rashelle Hayes joined the Division of Preventive and Behavioral Medicine in the Department of Medicine after completing her 2-year post-doctoral training in Behavioral Medicine and Tobacco Control at Brown University & The Miriam Hospital in Providence, RI. Her primary mentor is Dr. Judith Ockene, Professor of Medicine, Chief of Preventive and Behavioral Medicine. She completed her graduate studies in clinical psychology from Virginia Commonwealth University, Richmond, VA. and Internship at Rush University Medical Center, Chicago, IL. Her research interests primarily focus on developing and testing smoking cessation interventions among underserved or hospitalized/medical patients using the influence of a teachable moment and/or risk perception to influence cessation, and enhanced curriculum to train medical student and physician learners to adhere to tobacco treatment clinical guidelines.

**Faculty Diversity Committee Task Force:** Consistent with the UMMS’s Strategic Goals to create the workforce of the future, the Faculty Diversity Task Force will provide recommendations in furtherance of the UMMS’s goal to systematically support and foster the recruitment, retention, and career development of faculty who are under-represented in medicine and the sciences at UMMS. In the next six months the Committee will provide prioritized recommendations along with timelines and resources required in the following areas and on other objectives deemed relevant and critical to the overall goal of faculty diversity at UMMS to the Associate Vice Provost for Diversity, Vice Provost for Faculty Affairs and the Dean/Provost:

- The principles for defining which groups should be considered as URM at UMMS and the faculty groups that should be considered URM at UMMS
- Recruitment goals for URMs including in general increasing the recruitment of URM at the Medical School
- Measures for supporting and expanding the career development of current and future URM, and the measures by which we will mark advancement toward this goal
- Approaches for creating and fostering an inclusive environment at UMMS
- Benchmarks that should be used in assessing our progress towards achieving a critical mass of URMs at UMMS
PROGRAM FOR WOMEN’S ADVANCEMENT AND LEADERSHIP

The Program for Women’s Advancement and Leadership supports our goal of increasing the number of women in higher academic ranks and leadership positions. Men continue to outnumber women in our faculty and at other academic medical centers (AMCs) and have greater representation at the higher academic ranks and leadership positions. Through strong collaboration with our partners we continue to develop programs and initiatives to increase the representation and advancement of women faculty. We have improved our figures over the last few years.

AY2009 & 2010 ACTIVITIES AND INITIATIVES

- **Gender Equity Initiative (GEI):** The joint leadership for UMMS and UMMHC implemented the GEI in May 2008. Since that time a project team has been conducting quantitative analyses to evaluate compensation equity with respect to gender and race for the period AY1999 through AY2008. Members of the project team include:
  - Stephen P. Baker, MScPH, ABD, Senior Biostatistician for Information Services of UMMS
  - Albert L. Beaulieu, Senior Director for Compensation and HRIS of UMMHC
  - Christopher J. Boyd, Senior Project Director for Commonwealth Medicine
  - John L. Congdon, Administrative Manager for OFA
  - Phillips H. Kerr, Senior Director for Human Resources of UMMS
  - Judith K. Ockene, PhD, MEd, MA, Interim Vice Provost for Faculty Affairs
  - Marlene Tucker, Interim Associate Vice Chancellor for Diversity and Equal Opportunity of UMMS

  During this process, key stakeholder groups including the Women’s Faculty Committee and the Women’s Leadership Work Group were engaged. The project team also sought input from content experts regarding data integration, limitations, and potential interactions of other variables.

- **Women’s Leadership Work Group:** Staffed and facilitated by the OFA, the group assesses existing national norms for women in academic medical schools, UMMS and UMass Memorial Health Care (UMMHC) needs, and reviews UMMS data on rank and tenure and leadership positions for male and female faculty.
  - Reviewed the Gender Equity Initiative (11.08.08)
  - Presented 3 recommendations to UMMS/UMMHC leadership (11.25.08)
    1. Senior leadership of UMMS/UMMHC commits to advancing women in leadership positions
    2. Develop a diverse community of faculty leaders at all levels to serve the institution
    3. Create an administrative and institutional financial mechanism so that select faculty have the opportunity to contribute to teaching, research or clinical practice part time for discrete periods of time while being supported financially and professionally.
o As requested by Drs. Flotte and Ettinger, developed the Faculty Flex Program for implementation of recommendation 3 (5.11.09)

o Participated in a focus group with **Paula Rayman, PhD**, Professor of Regional Economic and Social Development at UMass Lowell, concerning retention of women faculty. Three main topics were discussed: (7.13.09)
  - Conditions at work
  - Work and family
  - Fairness

o Planned and presented day and a half leadership symposium on ‘Building an Inclusive and Engaged Faculty’ (11.2.09)

- **Women’s Faculty Committee**: With the support of the Offices of Faculty Affairs and Diversity and Equal Opportunity, the Women’s Faculty Committee (WFC) serves in an advisory capacity to the Chancellor regarding issues relevant to women faculty.
  
  o Organized the Women’s Faculty Awards Luncheon attended by 90 people.
  
  o Women’s Faculty Committee 2009 Outstanding Achievements Award recipients:
    - Sarah Stone Excellence in Education Award: **Katharine O’Dell, PhD, CNM**, Assistant Professor of Obstetrics & Gynecology
    - Outstanding Community Service Award: **Ann L. Sattler, MD**, Clinical Associate Professor of Pediatrics
    - Women in Science and Health Achievements Award: **Gyongyi Szabo, MD, PhD**, Professor of Medicine
    - Excellence in Clinical Services Award: **Mary R. Hawthorne, MD**, Clinical Associate Professor of Medicine
    - Outstanding Mentoring Award: **Linda Pape, MD**, Professor of Medicine

o A subcommittee was formed to review and provide input on the Faculty Flex Program (recommendation #3).

o Interviewed 19 candidates for 9 senior administration/faculty positions

o Routinely host speakers on women’s history and women’s health

o Prepare and distribute monthly newsletter highlighting topics of interest to women faculty and the accomplishments of UMMS women faculty

o The WFC is involved in several other collaborations with UMMS and UMMHC activities, including:
  - Creation of new childcare center
  - 2009 AAMC Women in Medicine poster
  - Gender Equity Study
  - Leadership Institute Planning
  - Institutional Assessment for Advancing Diversity and Equity
  - NSF ADVANCE Grant
  - Climate Survey
  - Stand Against Racism Initiative
  - African American Surgeons Traveling Exhibition

- **Faculty Advancement Department Liaisons (FADL)**: The FADL was developed in 2008 to foster advancement of faculty with a special focus to promote women. There are representatives in this group from each department who are members of their Department Personnel Action Committee (DPAC). By working with their Department Chairs, DPAC and the
OFA, FADL members identify potential candidates for promotion and create action plans to assist them to prepare for promotion, such as attending faculty development workshops, engaging in service opportunities, and preparing teaching portfolios. We have exceeded the milestones set for AY2009 with 16 women promoted to associate professor and seven women to professor. This is a significant increase from AY2008, where 14 women were promoted to associate professor and one to full professor.

- **Joy McCann Professorship**: In 2005, UMMS received an endowment from the Joy McCann Foundation to establish a Joy McCann Professorship for Women in Medicine. The purpose of the professorship is to identify and reward women faculty leadership in medical education, research, clinical care, community service, mentoring and leadership. This three-year professorship is accompanied by a salary stipend of approximately $25,000 per year. The intent of the Joy McCann Foundation is that this stipend be used to encourage, inspire, and reward the recipient.
  - The OFA staffs and coordinates the selection of the award recipient
  - The current Joy McCann Professor is **Patricia D. Franklin, MD, MBA, MPH**, Director, Orthopedic Clinical and Outcomes Research. Her term will expire in June 2011
  - Dr. Franklin used part of her stipend to fund the Focus Groups by **Paula Rayman, PhD**, Professor of Regional Economic and Social Development at UMass Lowell, concerning retention of women faculty. Three main topics were discussed: (7.13.09)
    - Conditions at work
    - Work and family
    - Fairness

- **Association of American Medical Colleges (AAMC) Career Development Seminars**:
  - The AAMC offers a seminar for early career women faculty. This four-day professional development seminar designed for female assistant professors focuses on academic medicine career building, skills in curriculum vitae development and basic management skills. The OFA funded eight UMMS female faculty members to attend during this reporting period:
    - **Sharon Cantor, PhD**, Associate Professor of Cancer Biology
    - **Anna Doubeni, MD**, Assistant Professor of Family Medicine and Community Health
    - **Melissa Fischer, MD**, Associate Professor of Medicine
    - **Lisa Gussak, MD**, Assistant Professor of Family Medicine & Community Health
    - **Tiffany Moore-Simas, MD**, Assistant Professor of Obstetrics & Gynecology
    - **Dawn Tasillo, MD**, Assistant Professor of Obstetrics & Gynecology
  - The AAMC offers a seminar for mid-career women faculty. This four-day professional development seminar is designed for female associate or full professors with clear potential for advancement to departmental and institutional leadership. The OFA funded four UMMS female faculty members to attend during this reporting period:
    - **Diane Blake-Johnson, MD**, Associate Professor of Pediatrics
    - **Becky Briesacher, PhD**, Associate Professor of Medicine
    - **Beth Mazycz, MD**, Clinical Associate Professor of Medicine
    - **Gyongyi Szabo, MD, PhD**, Professor of Medicine
  - Initiated meetings for UMMS faculty who attended the AAMC Early and Mid Career Professional Development seminars with a goal of developing opportunities to move new initiatives ahead for women at UMMS.
Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM): The OFA assists women faculty in the preparation of application materials for ELAM, a year-long program focused on preparing senior women faculty at schools of medicine, dentistry and public health to move into positions of institutional leadership where they can affect positive change. Two faculty became ELAM fellows in 2009:
  - Deborah DeMarco, MD, Associate Dean for Graduate Medical Education and
  - Gyongyi Szabo, MD, PhD, Associate Dean for Clinical & Translational Sciences

AY2010 PLANNED INITIATIVES

- **Gender Equity Initiative:** The project team will be presenting its findings and making recommendations to the joint leadership later this year
- **Women’s Leadership Work Group:** Initiatives under discussion include:
  - Develop mechanism to provide protected time for junior faculty to attend development workshops
  - “Career Day” workshops for junior and mid-career women faculty
  - Increase workshops and opportunities for mid and senior career women faculty
  - New Faculty Welcome with spouses and children (basic science departments)
  - Expansion of mentoring initiatives
  - Creation of policies, practices and structure to promote inclusive and engaged community of faculty
- **Women’s Faculty Committee:**
  - Present workshops on Women’s Health Issues
  - Host Faculty Awards luncheon May 25th, 2010
  - Plan and initiate activities for junior faculty
  - Continue collaboration on the Inter-campus ADVANCE Grant Planning Committee
- **FADL:** In FY2010, our goal is to facilitate the advancement of at least 15 women to the rank of Associate Professor and 8 women to the rank of Professor.
- **AAMC Career Development Seminars:**
  - Award funding to two faculty to attend the AY10-11 AAMC Early Career Professional Development Seminar
  - Award funding to two faculty to attend the AY10-11 AAMC Mid Career Professional Development Seminar
  - Continue to support UMMS faculty who have previously attended AAMC Early and Mid Career Professional Development Seminars and seek their input with new initiatives for women at UMMS
- **ELAM:** The OFA will assist interested women faculty in the preparation of application materials for the ELAM 2011 program
A day and a half long symposium, ‘Building an Inclusive and Engaged Faculty Community,’ facilitated by Page Morahan, PhD, Founding Director, and Diane Magrane, MD, current Director, of the Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM) Program for Women was held at UMMS on November 2nd and 3rd, 2009. The symposium was sponsored by the Dean’s Office, the OFA, the Women’s Leadership Work Group and the Women’s Faculty Committee. All planning and events were coordinated through the OFA.

The goal of the symposium was to build on a vision of an inclusive and engaged community of faculty and leaders where each person can advance and be successful. Several sessions, tailored to different groups within UMMS, were offered during the symposium. A follow-up survey was sent to faculty participating in each session to determine how they would use the information to help themselves advance or to assist other faculty in career development.

The ‘Facilitator Training: Coaching for Purposeful Career Planning’ session was a continuation of sessions presented during the AAMC Early- & Mid-Career Women Faculty Professional Development seminars and the Executive Leadership in Academic Medicine (ELAM) seminars. Drs. Morahan & Magrane presented this workshop to UMMS graduates of those programs. The goal of the session was to provide faculty with further training that uses and builds upon existing AAMC and UMMS programs focused on the career planning and mentoring of faculty, especially those from diverse groups. A follow-up survey was sent to participants asking how they will use the information, as well as how they will use it to help move their program forward in coaching faculty for career development to help them advance. Participants responded very positively when asked if they would be willing to present a session on a related topic to other faculty.

The goal of a session presented to the UMMS Leadership Council, ‘Continuum of Inclusive & Engaged Leadership,’ was to review the stages of successful leadership; create a vision for an inclusive and engaged faculty community; and share strategies for achieving this vision in the next 10 years while introducing the method of Appreciative Inquiry and an interactive visionary exercise to this campus. Following the meeting, participants were asked to describe their take-home message from the session, and to list two concrete steps they might take within their department/program, or that the institution could take, to further meet the goal of creating an inclusive environment in which all faculty feel valued and respected.
During a Symposium Luncheon open to all UMMS faculty, the invited speakers held a session on “Building an Inclusive & Engaged Community of Faculty.” The goal of the session was to provide faculty with strategies to help expand existing efforts to build an engaged and inclusive faculty community through Appreciative Inquiry methodology. During the luncheon, more than 75 faculty participated in a discussion of what made them feel included in the workplace. In a post-session survey, faculty were asked to note the most beneficial aspect of the session, as well as their top 5 priorities, from a list of items, generated by session participants under the themes of recognition and appreciation; teams and teamwork; open communication; and feeling engaged, encouraged and valued.

A ‘Questions and Answers’ session presented to the Women’s Leadership Work Group and the Women’s Faculty Committee on the last afternoon of the symposium provided an opportunity for those faculty to ask questions of Drs. Morahan and Magrane. The goal of this session was to engage these UMMS committees through continuing conversation on how to build an inclusive and engaged community of faculty, and expand the conversations to culture transformation.

With the work accomplished during, and as a result of the Symposium’s session, the OFA has initiated a Leadership Speakers series. The leadership series will continue to build upon the theme of inclusivity and engagement with invited speakers during the spring 2010.

Materials from the Leadership Council workshop are being used by departments to develop their own plans for helping to build an engaged and inclusive community of faculty and leaders.
GOVERNANCE AND POLICY

The OFA has the primary responsibility for faculty issues, including the development, interpretation, implementation, monitoring, evaluation and communication of faculty and institutional policies and procedures.

AY2009 & 2010 ACTIVITIES AND INITIATIVES

- **Faculty Reviews:**
  - **Annual Faculty Performance Review:** The Annual Faculty Performance Review is intended to facilitate the review of the activities and achievements of faculty members employed at UMMS and UMMHC and faculty goal setting for the coming year. Goals are expected to result from discussions between the faculty member and his/her chair or division chief. A workgroup proposed revisions to the annual faculty report document that were rolled out in February 2009 as part of the AY2009 evaluation process. Membership in this workgroup included department chairs and faculty members from both the basic and clinical sciences as well as the Graduate School of Nursing.
  - **Annual Salary Reviews:** Salaries are reviewed by the Vice Provost for Faculty Affairs with department chairs. Final approval of the recommendations is made by the Dean. This review process provides an opportunity to benchmark individual salary recommendations with other faculty at UMMS/UMMHC and external benchmark standards such as the AAMC and Medical Group Management Association (MGMA).
  - **Pre-Tenure Reviews:** As required by the Academic Personnel Policy (APP) for the School of Medicine (Document T95-022 as amended by the Board of Trustees on 8/23/2006), the OFA initiated the Five-Year Mini-Tenure Review process in which all individuals on the tenure track undergo a mini-tenure review during the fifth year of their tenure probationary period. During AY2009, 13 individuals were reviewed.
  - **Post-Tenure Reviews:** As required by the APP, the OFA oversees the Periodic Multi-Year Review (PMYR) of tenured faculty. In addition to annual performance evaluations required of all faculty members, those who have been awarded tenure are required to undergo periodic performance reviews every seven years. As of December 31, 2009, 136 faculty retain tenure. Nine of these individuals were due for a PMYR in AY2009.

- **Department Five Year Reviews:** In accordance with the Governance Document (Doc. T03-035 as amended by the Board of Trustees on 8/23/2006), departments and chairs must be reviewed every five years. The following departments were reviewed during this reporting period:
  - Cancer Biology (June 2009)
  - Family Medicine & Community Health (December 2008)
  - Neurobiology (November 2009)
  - Program in Molecular Medicine (June 2009)

- **Policy Initiatives:**
  - **Grievance Procedure:** The amendment to the Worcester campus’s Faculty Grievance Procedure (document T88-038A) was approved by the University’s Board of Trustees at their June 10th, 2009 meeting. The document was endorsed unanimously by both the Faculty and Executive Councils and ratified by the faculty-at-large in May, 2009.
Governance Task Force: The Dean and Chancellor commissioned a task force to review and propose changes to the Worcester campus Governance Document (Document T03-035 as amended by the Board of Trustees on 8/23/2006). This group included members from the Faculty Council, Executive Council, PAC, faculty-at-large within the School of Medicine, and Graduate School of Nursing and UMMS administration. The Governance Document establishes the framework for our campus, defining how faculty, students and administration relate, and the administrative organization of the campus. It establishes a governing body and oversight advisory committee framework in which academic faculty and student affairs policy and program decisions are processed, and provides a structure by which faculty members participate in the policy and decision-making processes of the campus.

AY2010 PLANNED INITIATIVES

- **Department Five Year Reviews:** Five-year Chair and Department Reviews are scheduled for the spring 2010, including:
  - Anesthesiology
  - Radiation Oncology
  - Surgery
- **Policy Initiatives:**
  - Governance Task Force will be reconvened in 2010 to continue to prepare recommendations for revisions of the Governance Document (Document T03-035 as amended by the Board of Trustees on 8/23/2006)
COMMITTEES

The OFA provided administrative support for the following governing bodies, standing committees and task forces:

AY2009 & 2010 ACTIVITIES AND INITIATIVES

• Governing Bodies
  o Executive Council
  o Faculty Council

• Standing Committees
  o **Grievance Committee**: Hears complaints concerning a decision or action that a faculty member believes directly and adversely affects their professional academic capacity. No formal complaints were received in AY08-10. The Committee collaborated with the Faculty Council to propose revisions of the Grievance Procedure. The University’s Board of Trustees approved the revisions at their June 10th, 2009 meeting
  o **Nominations Committee**: Prepares membership rosters for the standing committees of the Medical School and the ballot of faculty nominees for elected committees
  o **Personnel Action Committee (PAC)**: The OFA serves as liaison between departments and PAC and ensures adherence to the Academic Personnel Policy. This includes the review and distribution of monthly appointment and promotion packets, and working with departments on any issues that could delay appointment or promotion
  o **Tenure Committee**: The OFA oversees the tenure process including distribution of tenure packets, adherence to UMMS tenure policy, communicating with departments regarding tenure candidates, serving as liaison to the President’s Office, scheduling reviews and coordinating each reviewer’s participation
  o **Women’s Leadership Work Group**: The OFA supports this group by coordinating and facilitating meetings, providing minutes, and developing documents
  o **Women’s Faculty Committee**: The OFA supports this group by providing minutes and coordinating the annual Awards Luncheon
  o **Graduate School of Nursing Personnel Action Committee (PAC)**: The OFA serves in an advisory capacity to the Graduate School of Nursing’s PAC

• Ad-Hoc Groups
  o **Inter-campus ADVANCE Grant Advisory Council**: The OFA, in collaboration with other UMMS representation and other UMass campuses’ representation, is coordinating an inter-campus National Science Foundation grant proposal designed to increase the participation and advancement of women in academic science and engineering careers. The University intends to submit the grant application in the fall 2010
  o **Joy McCann Professorship Review Committee**: Facilitate a series of meetings to select the Joy McCann professor

AY2010 PLANNED INITIATIVES

• Continue to support each group with their existing and new endeavors
The OFA maintains several databases used for the tracking and reporting of faculty events supporting the enrichment, enhancement and advancement of faculty. The faculty database is currently maintained within the PeopleSoft Student Administration (PSSA) system and tracks faculty events including:

- Recruitment
- Hiring
- Promotions
- Sabbaticals
- Leaves of Absence
- Tenure
- Resignations

The OFA also maintains an event registration system designed to facilitate online registrations for the Faculty Development Program and other faculty events.

**AY2009 & 2010 ACTIVITIES AND INITIATIVES**

The OFA uses the faculty database for a variety of analyses and reports that support both internal and external constituencies, including:

- Association of American Medical College databases
- LCME Part II Survey
- *U.S. News & World Report*
- School Catalogue faculty rosters

During the past year the OFA participated on two PeopleSoft migration project teams. The Human Resources PeopleSoft Upgrade Project Campus Core Team successfully migrated the HR database from version 7.6 to version 9.0. The OFA participated in this implementation in preparation for the migration of the faculty database from PeopleSoft Student Administration to PeopleSoft HR. The OFA also participated on the Integrated Student Enterprise Project to migrate the PeopleSoft Student Administration system from version 8.0 to version 9.0. Implementation of the migration is scheduled for February 2010.

**AY2010 PLANNED INITIATIVES**

- The faculty database is scheduled to migrate to the PeopleSoft HR database in spring 2010
- In collaboration with UMMS Human Resources, the OFA is in the process of identifying the requirements to automate the recruitment and hiring process of UMMS employees. The project is slated to be rolled out in spring 2010
SCHOLARSHIP, SCHOLARLY ACTIVITY AND SERVICE

The expertise, experience, and scholarship that the OFA leadership brings to its programs and initiatives can be seen in their publications, presentations, posters, grants, service on professional committees, and other areas detailed in the following section:

Grants

DOUBENI, CA

Principal Investigator

- Doubeni, CA, NIH/NCI, Cancer Screening Effectiveness and Research in Community-based Healthcare
- Doubeni, CA, NIH/NCI, Understanding Racial and Ethnic Differences in Survival from Colorectal Cancer
- Doubeni, CA, NIH/NCI Supplement, Understanding Racial and Ethnic Differences in Survival from Colorectal Cancer

Project Leader

- Doubeni, CA, NIH/NCI, Socioeconomic Diversity in Integrated Healthcare Delivery Systems
- Doubeni, CA, NIH/NCI, Improving the Process of Cancer Screening for Low Income Diverse Populations

OCKENE, JK

Principal Investigator

- Ockene, JK, NIH/NCS Grant, “RCT for Smoking Cessation in Medical Schools”, awarded in 2009
- Ockene, JK, NIH/NHLBI Grant, “Field Centers for the WHI Full Cohort Extension Study: Clinical Trials and Observational Study of the Women’s Health Initiative Extension,” awarded in 2005
- Ockene, JK, NIH/NIA Grant, “Women’s Health Initiative Study of Cognitive Aging,” awarded in 1999
- Ockene, JK, NHLBI (Wake Forest Subcontract) “Women’s Health Initiative Memory Study of Younger Women (WHIMS-Y)” awarded in 2008
- Ockene, JK, NHLBI (Wake Forest Subcontract) Women’s Health Initiative Memory Study-Epidemiology Cognitive Health of Older Women (WHIMS Echo) awarded in 2008
- Ockene, JK, NHLBI (Wake Forest Subcontract) Women’s Health Initiative Memory Study-MRI2 awarded in 2008
- Breast Cancer Research Foundation (10/01/09 - 09/30/10) Breast Cancer Prevention Through Nutrition Program

Investigator

- Felice, MA, Principal Investigator, Ockene, JK, Investigator, NIH funded Study, Mass CHILD (Children’s Health Indicators and Life Determinants) Project: A Proposal for a National Children’s Study Center (NCS) in Worcester County, Massachusetts, awarded in 2007
• McDermott, M and Ockene, I, Co-PIs, **Ockene, JK**, Investigator, NIH/NHLBI Grant, Reducing Risk Factors in Peripheral Arterial Disease, awarded in 2005

**PASQUALE, SJ**

**Principal Investigator**

• **Pasquale, SJ.** *A Blended Learning Program for Teaching Management of Postpartum Hemorrhage* Alfred P. Sloan Foundation Grant through the University of Massachusetts 5-campus system on Expanded Access/Blended Learning, 8/10/2007-12/31/2008

**Co-Principal Investigator**


**Publications**

**DOUBENI, CA**

• Young, Angela C, **Doubeni CA**, DiFranza JR. (in press) Preventing Smoking in Youths. Pediatrics for Parents, 2009

**OCKENE, JK**


**Presentations and Posters at Meetings**

**DOUBENI, CA**

- **Doubeni CA** Student National Medical Association presentation
- **Lian M, Schootman M, Doubeni CA, Laiyemo AO, Park Y, Schatzkin A.** Geographic Variation and the Role of Small-area Socioeconomic Deprivation in Colorectal Cancer Survival: A Multilevel Analysis of the NIH-AARP Diet and Health Study. December 2009 AACR Frontiers in Cancer Prevention Research – Houston, TX (Poster)

**OCKENE, JK**

- **Ockene, JK** (2009) How Psychologists Can Participate in the Medical School Strategic Plan, Psychology Day, Boylston, MA
- **Ockene, JK** (2010) An Update on the Women's Health Initiative, Determinants of Health Class, UMMS

**PASQUALE, SJ**


- Ockene, J. K., Pasquale, S., Crawford, S., Franklin, P., Martin, E., Segatore, R. Increasing representation of women faculty at associate and full professor levels: Faculty Advancement Department Liaisons (FADLs). AAMC Annual Meeting: Group on Women in Medicine and Science, and Council of Deans Poster Reception, November 2009


- Pasquale, S., Riza, L., McGee, S., Moore-Simas, T., & Berry, R. Teaching Technical Procedures: A Blueprint for Designing and Implementing a Blended Learning Curriculum, Association of American Medical Colleges, Boston, MA, November 2009


- Pasquale, S.J. (Invited Presentation). The Scholarship of Teaching and Learning. The United States Coast Guard Academy, New London, CT, August 2009

- Szarek, J. & Pasquale, S. Using Medical Simulation to Enhance Basic Science Education Throughout the Undergraduate Curriculum. 12th Annual Meeting of the International Association of Medical Science Educators, Salt Lake City, UT, July 2008

- Szarek, J., Pasquale, S., Jeffries, W. Using Medical Simulation to Enhance Pharmacology Education Throughout the Undergraduate Curriculum. American Society for Pharmacology and Experimental Therapeutics (ASPET) Pharmacology Education Division, New Orleans, LA. April 2009


SEGATORE, R

- Ockene J, Pasquale, S, Franklin, P, Crawford, S, Martin E and Segatore, R. Increasing Representation of Women Faculty at the Associate and Full Professor Levels: Faculty Advancement Department Liaisons (FADLs). 2009 Association of American Medical Colleges Annual Meeting, Boston, MA
Service on Professional Committees

DOUBENI, CA

- UMASSMED Representative on the Board of the Council of Academic Institutional Leader, Institute for the Advancement of multicultural and minority medicine (National Advocacy Organization on issues of racial health disparities)
- NCI National Cancer Screening Think Tank

OCKENE, JK

- Member, United States Preventive Services Task Force
- Board Member, YWCA Daybreak Program
- Mentoring and Faculty Development Task Force, Society of Behavioral Medicine (SBM)
- Policy Committee, SBM
- Member, American Heart Association (AHA) Nutrition, Physical Activity and Metabolism (NPAM) Leadership Council

PASQUALE, SJ

- Advisory Board, Institute for Music and Brain Science, Massachusetts General Hospital/Harvard Medical School
- Board of Directors, International Association of Medical Science Educators, (IAMSE)
- Chair, Educational Scholarship Committee, IAMSE
- Chair, 2010 Program Planning Committee, IAMSE
- 2009 Conference Program Planning Committee, IAMSE
- 2009 & 2010 Program Planning Committee, Association of American Medical Colleges Group on Faculty Affairs
- 2009 Conference Planning Committee, Association of American Medical College's Northeast Group on Educational Affairs
- Board of Advisors, College of Arts and Sciences – Division of Sciences, University of Massachusetts Lowell
- Invited to serve as faculty in the Harvard/Macy Program for Educators in the Health Professions

Reviewer

OCKENE, JK

- JAMA, NEJM, AJPH, Annals of Behavioral Medicine, Archives of Internal Medicine, Tobacco Control

PASQUALE, SJ

- Health Education Assets Library (HEAL)/IAMSE Multimedia Repository
- Journal of the International Association of Medical Science Educators
- MedEdPORTAL, Association of American Medical Colleges
- Teaching and Learning in Medicine: An International Journal
• International Association of Medical Science Educators: Awards for Outstanding Presentation, Medical Education Scholar, Master Teacher
• Association of American Medical Colleges Group on Educational Affairs annual meeting workshop proposals

**Service on University Committees**

**CONGDON, JL**

• Member, Americans with Disabilities Act Committee of the Council on Equal Opportunity and Diversity
• Member, Diversity Consultant Search Committee
• Member, Gender Equity Initiative
• Member, Governance Task Force
• Member, Human Resources PeopleSoft Upgrade Project Campus Core Team
• Member, Integrated Student Enterprise Project
• Member, Minority Academic Advancement Committee of the Council on Equal Opportunity and Diversity
• Member, Special Appeals Committee
• Member, Web Initiatives Workgroup

**DOUBENI, CA**

• Member, Minority Faculty Recruitment and Retention Committee of the Council on Equal Opportunity and Diversity (CEOD)
• Served on appeal committee for Office of Graduate Medical Education
• Medical student advisor
• Member, Steering Committee of the UMASS PBRN
• Member, Search Committee for Chair of Quantitative Health Sciences
• Member, Faculty & Leadership Development Strategic Planning Workgroup
• Member, Ad hoc group of the UMASS Council on Equal Opportunity and Diversity (CEOD) to assess the experience of minority residents in Family Medicine
• Member, Oversight Committee for the Faculty Diversity Scholars Program
• Co-lead, Faculty Development Strategic Plan Implementation group (goals 2 & 3)
• Member, Office of Federal Contracts and Compliance Recruitment Task Force

**OCKENE, JK**

• Co-chair, Inter-campus ADVANCE Grant Planning Committee
• Member, Admissions Committee, PhD Program in Clinical & Population Health Research
• Member, Curriculum Committee, PhD Program in Clinical & Population Health Research
• Co-chair, Compensation Task Force
• Search Committee Member, Dean of the School of Health & Environment, UMASS Lowell
• Search Committee Member, Department of Quantitative Health Sciences
• Member, Department of Medicine Tenure Committee
• Chair, Women’s Faculty Leadership Work Group
• Member, Faculty Diversity Scholars Program
• Co-chair, Life Sciences Initiative: Health, Disease & Behavior Work Group
• Chair, Gender Equity Initiative
• Ex-officio member, Council on Equal Opportunity and Diversity
• Ex-officio member, Educational Policy Committee
• Ex-officio member, Faculty Council
• Ex-officio member, Scientific Council
• Ex-officio member, UMMS Executive Committee
• Ex-officio member, Women’s Faculty Committee

PASQUALE, SJ

• Co-Chair, the Association of American Medical Colleges Faculty Forward Initiative
• Member, UMMS Medical Simulation Advisory Team as Director of Faculty Development
  Educational Technology Advisory Committee
• Member, Faculty and Leadership Development Workgroup of the UMass Academic Health
  Center Strategic Planning Task Force
• Member, Reynolds Grant Team
• Member, Library and Learning Resources Committee
• Member, Council on Equal Opportunity and Diversity
• Member, Inter-campus ADVANCE Grant Planning Committee
• Represent the UMass Worcester campus on five working groups spanning the five campus
  UMass system:
  o e-Learning Cabinet
  o Faculty Engagement and Scholarship of Teaching & Learning Working Group
  o Continuing Education Council
  o e-Portfolio Special Interest Group
  o UMass Online Ad Hoc Advisory Committee
• Representative of UMass Worcester to the Colleges of Worcester Consortium:
  o Faculty Development Committee
  o Task Force on Immigration and Higher Education in Central Massachusetts
• Member, Clinical Years Committee
• Member, Clerkship Directors Committee
• Member, Curriculum Development Funds Review Committee
• Member, Year 1, Year 2, and Year 4 Curriculum Committees
• Member, Educational Technology Advisory Committee
• Member, Women’s Faculty Committee
• Ex-officio member, Educational Policy Committee

SEGATORE, R

• Member, Inter-campus ADVANCE Grant Planning Committee
• Member, Professional Women’s Committee
• Ex-officio member, Graduate School of Nursing Personnel Action Committee
UMMS Teaching

OCKENE, JK

- Medical School
  - PPS1 – Counseling for Behavior Change
  - Online elective for MS1 & 2 students – Counseling Smokers
- PhD Program in Clinical & Population Health Research (CPHR) Laboratory experience in Women’s Health for a PhD student
- Master of Science in Clinical Investigation (MSCI) Course, “Team Science”
- Faculty Development Workshops: (Development and presentations)
  - Building and Leading Research Teams
  - Grant Writing for Clinical Research
  - Puzzled About Promotions
- Clinical & Population Health Research Program: Behavioral Determinants of Health (nine sessions in Unit 2)

PASQUALE, SJ

- Co-facilitated a small group for the academic year in the Physician, Patient and Society I Course for first-year medical students
- Facilitated a small group in the Domestic Violence Interclerkship for third-year medical students
- Developed, served as course director, and taught in Students as Educators, an Optional Enrichment Elective for third- and fourth-year medical students
- Presented Resident as Teacher and Leadership workshop for Graduate Medical Education and the Department of Surgery
- Presented Resident as Teacher and Leadership workshops for the Department of Medicine at St. Vincent Hospital
- Faculty Development Workshops: Developed and presented various faculty development workshops for the Offices of Medical Education and Faculty Affairs at the University Campus, Memorial Campus and St. Vincent Hospital:
  - Preparing your Academic Portfolio for Promotion
  - The UMMS Scholarship of Teaching and Learning Program (SoTL)
  - The Scholarship of Teaching and Learning (SoTL) – An ongoing series for faculty
  - Innovations in Teaching with Technology: A Users Group
  - Models of Clinical Teaching
  - Giving and Receiving Constructive Feedback
  - Leadership
  - Mentoring Orientation for Mentors & Mentees
  - Mentoring Partnerships Monthly Meetings
  - Mentor-to-Mentor Conversation Breakfast

Honors

OCKENE, JK

- 2009 Society of Behavioral Medicine Distinguished Mentor Award
SNAPSHOTS

[Images of various groups and individuals in professional settings]
STAFF DIRECTORY

Bobbie Brooke
Administrative Assistant
Email: bobbie.brooke@umassmed.edu
Phone: 508-856-3224

John L. Congdon
Administrative Manager
Email: john.congdon@umassmed.edu
Phone: 508-856-2266

Chyke A. Doubeni, MD, MPH
Interim Associate Vice Provost for Diversity
Assistant Professor of Family Medicine and Community Health
Email: chyke.doubeni@umassmed.edu
Phone: 508-853-7772

Judith K. Ockene, PhD, MEd
Interim Vice Provost for Faculty Affairs
Professor of Medicine, Chief of Preventive and Behavioral Medicine
Barbara Helen Smith Chair in Preventive and Behavioral Medicine
Email: judith.ockene@umassmed.edu
Phone: 508-856-2316

Susan J. Pasquale, PhD, MT-BC, NMT
Director of Curriculum and Faculty Development
Offices of Medical Education and Faculty Affairs
Assistant Professor of Family Medicine and Community Health
Email: susan.pasquale@umassmed.edu
Phone: 508-856-4285

Randi Segatore
Academic Personnel Specialist
Email: randi.segatore@umassmed.edu
Phone: 508-856-4268

Susan R. Tremallo
Program and Events Coordinator
Email: sue.tremallo@umassmed.edu
Phone: 508-856-3433

Nievel Williams
Administrative Assistant
Email: nievel.williams@umassmed.edu
Phone: 508-856-3382
This is a publication of the University of Massachusetts Medical School (UMMS), Office of Faculty Affairs (OFA)

Photography by Robert Carlin Photography (page 2) and UMMS Technology Media Services (pages 1, 19, 20, 34)

Printing by Curry Printing