Developed by the Office of Faculty Affairs
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Dear Colleagues,

I am pleased to present the first annual report of the Office of Faculty Affairs (OFA). This report summarizes the accomplishments and initiatives of the OFA in Academic Year 2007-2008 and outlines our goals for the current academic year.

The past year was one of new initiatives and change for us, beginning with a change in the name from Faculty Administration to Faculty Affairs. 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 female 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.

The goals we have identified for AY2008-2009 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
Dear Colleagues,

Talented and dedicated faculty have been central to the unprecedented growth and prestige UMMS has enjoyed in the first years of the 21st century. Furthermore, faculty development underpins every aspect of our recently published strategic plan for the academic health sciences center. We likewise recognize the growing challenges faced by all of our faculty as the complexity and diversity of our missions increase. In this time of great challenge and greater opportunity, the singular purpose of the Office of Faculty Affairs (OFA) is to help you cultivate your own career success at our institution.

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 all that Faculty Affairs has to offer. Sign up for one or more of the many faculty development workshops OFA offers; 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 2008 OFA continued to promote diversity and gender equity at UMMS, with recent efforts and future plans detailed in this annual report. With expansion of the Faculty Diversity Scholars Program (FDSP) Oversight Committee in 2009, we now have representation from each of our schools involved in the review of scholarship award applications. In addition, the Gender Equity Initiative continues to move closer to its goals for recruiting, retaining and promoting female faculty.

I invite you to learn more about the resources available to you in the pages that follow, and 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.

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. For AY07-08, seven faculty members received the award of tenure.

AY07-08 FACULTY APPOINTMENTS, PROMOTIONS AND TENURE

In AY 2007-2008, the PAC approved a total of 226 appointments and 45 promotions. Additionally, 7 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 AY07-08](chart.png)
• **Affiliate**
  Eight individuals were appointed as Affiliates

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

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

• **Assistant Professor**
  121 individuals were appointed as Assistant Professors
  Ten faculty members were promoted to Assistant Professor

• **Associate Professor**
  13 individuals were appointed as Associate Professors
  27 faculty members were promoted to Associate Professor

• **Professor**
  16 individuals were appointed as Professors
  Eight faculty members were promoted to Professor

• **Tenure**
  Seven faculty members were awarded Tenure
  Four faculty members were transferred from the Non-Tenure track to the Tenure track
  Two faculty members were transferred from the Tenure track to the Non-Tenure track

• **Emeritus**
  Five faculty members received Emeritus status

• **Sabbaticals**
  Four Sabbaticals were granted during AY07-08
  Two Sabbaticals spanned AY06-08

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Promotions by Proportion of Faculty, by Gender

*(male n=883; female n=558)*

Of our faculty, 61.3% are men and 38.7% are women. Based on the number of each group, similar percentages of men and women were promoted to the ranks of Assistant Professor and Associate Professor. However, a higher percentage of men were promoted to full Professor.
**AY07-08 INITIATIVES**

- Developed joint credentialing/faculty appointment letter for Instructor and Assistant Professor
- Began working with Medical Staff Services to track new hires and provide departments with monthly lists of faculty members who had not completed the faculty appointment process
- Created procedural guide and training session for departmental PAC coordinators and administrators regarding faculty hires, appointments, promotions, tenure, emeritus, sabbaticals, joint appointments and resignations
- Identified and communicated with over 850 voluntary faculty members eligible for reappointment
- Instituted procedures and guidelines regarding retroactive appointment date requests
- Increased the availability of workshops for promotion and tenure, CV development, and teaching portfolio development
- Assembled Clinical Faculty Concerns ad hoc committee to discuss challenges faced by clinical faculty in pursuit of research or teaching endeavors and to identify incentives for clinicians to advance their academic careers

**AY08-09 PLANNED INITIATIVES**

- Goal is to increase the number of promotions of women advancing from Associate Professor to Professor
- Continue to work with departments and Medical Staff Services to develop a joint credentialing/faculty appointment letter for faculty at the Associate Professor and Professor levels
- Collaborate with clinical system regarding recruitment and appointment processes
- Continue development of Faculty Advancement Department Liaisons group to identify female faculty ready for advancement to the rank of Associate Professor or Professor (See p. 14 for description)
- Modify existing reappointment procedures for voluntary faculty from annual to every three years
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 important to comprehensive academic career development. Responding to the ongoing needs of teaching, research, and clinical faculty, the Program has developed offerings customized for departments and their faculty. Individual faculty members also have the opportunity to develop a tailored program for themselves, 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.

AY07-08 ACTIVITIES

For AY2007-2008, the Faculty Development Program provided 103 workshops and 12 networking luncheons to faculty on the University Campus. They were attended by over 400 faculty representing 22 departments and programs from the School of Medicine (SOM), Graduate School of Biomedical Sciences (GSBS), and Graduate School of Nursing (GSN). An average of 153 faculty attended each luncheon, with the highest luncheon attendance at 178 faculty (this number increased to over 200 in AY08-09). The Program provided an additional nine workshops and three networking luncheons for faculty on the Memorial Campus. Attendees at these represented 11 departments and programs.
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.

**AY07-08 INITIATIVES**

- Four new initiatives were implemented within the Faculty Development and Mentoring programs:
  - Established an OFA Faculty Development Advisory Committee: The committee met regularly in FY08 to develop and enhance programs of value to faculty across the three schools. The committee has a core of eight members, representing the SOM, GSBS, GSN across academic ranks, undergraduate and graduate medical education, Instructional Technology and the Library. The members of the committee 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
    - Jim Comes, EdD; Associate Director, Research, Education and Information Services, Lamar Soutter Library; Assistant Professor of Family Medicine & Community Health
    - Sue Gagliardi, PhD; Professor, Cell Biology and Neurology
    - Karen Green, MD; Professor, Obstetrics & Gynecology
    - Janet Hale, PhD, APRN-BC, FNP; Professor, Graduate School of Nursing
    - Anne Larkin, MD; Program Director, Surgery Residency; Associate Professor of Surgery
    - Lyn Riza, MS; Manager, Instructional Technology, Academic Computing, Information Services; Instructor of Family Medicine & Community Health
    - Charles Sagerstrom, PhD; Associate Professor, Biochemistry & Molecular Pharmacology
  - UMMScholarship of Teaching and Learning Program: Teaching to Publication: The program presented a series of three hands-on workshops to help faculty develop scholarly publications related to their teaching. The goal of this group mentoring program is to assist faculty in moving their teaching to publication.
  - Innovations in Teaching and Learning with Technology User Group: The Innovations in Teaching and Learning with Technology User Group continued to offer its monthly workshop series. The workshop series is designed and implemented by the OFA in conjunction with faculty from Academic Computing and the Lamar Soutter Library for the purpose of advancing the pedagogical use of technology in support of student learning.
  - Workshops and faculty luncheons on the Memorial Campus: The Faculty Development Program and luncheons were expanded on the Memorial campus.
- Provided departments and programs with customized workshops to meet specific needs of each department. For example, 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.”
Continued ongoing collaboration with Academic Computing/Information Services. This included 43 workshops using various teaching technologies and BLS Vista in pedagogically sound ways and consultations for individual faculty wanting to improve their online teaching.

Provided 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.

Provided group and one-on-one consultations to faculty seeking to integrate technology and online curricula into their teaching.

Provided group and one-on-one consultation to faculty in the SOM and GSN seeking to integrate medical simulation into their teaching.

**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. Mentors from 15 departments and mentees from 13 departments are represented in the program.

**AY07-08 ACTIVITIES AND INITIATIVES**

- Presented two breakfast workshops and one breakfast working meeting for mentors and mentees
- Initiated a new group mentoring program, the Scholarship of Teaching and Learning Program, and augmented the existing Innovations in Teaching with Technology User Group

<table>
<thead>
<tr>
<th>Academic Rank of Mentees</th>
<th>Mentees by Gender</th>
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<tbody>
<tr>
<td>Instructor 5%</td>
<td>Females 72%</td>
</tr>
<tr>
<td>Assistant Professor 82%</td>
<td>Males 28%</td>
</tr>
<tr>
<td>Associate Professor 13%</td>
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Faculty Development and Mentoring Programs

AY08-09 PLANNED INITIATIVES

- Build on existing programming on leadership development for faculty toward meeting strategic goals established in the UMMS/UMMHC Academic Health Sciences Center Strategic Plan
- Extend collaborations with the other UMass campuses and other medical schools to design, implement, and assess new faculty development and faculty affairs programs
- Advance and strengthen the group and team mentoring components of the Mentoring Program
- Increase linkages to Faculty Development and Mentoring programs in academic departments through our Faculty Advancement Department Liaisons group (See p. 14 for description)
- Strengthen joint programming with the Graduate School of Nursing
- Expand the online availability of existing face-to-face programs and initiatives and increase blended programming - a combination of face-to-face and online media, with "seat time" significantly reduced
- Increase inclusion of fellows and post-doctoral students in the OFA offerings
- Expand current faculty development initiatives within the UMMS Simulation Center, including group and individual work with faculty and programs seeking to develop initiatives specific to their learners' needs
- Promote the spectrum of programming included in the school’s New Faculty Orientation
- Work with the Minority Academic Advancement Committee to provide increased diversity programming for minority and underrepresented faculty
DIVERSITY INITIATIVE

Respect for the dignity and diversity of our faculty is a high priority for UMMS and the OFA. This priority reflects our goal of "promoting sustainable strategies to enhance an institutional climate of inclusion, equity, and opportunity". The diversity program and initiatives we support are listed below.

AY07-08 ACTIVITIES AND INITIATIVES

- **Faculty Diversity Scholars Program (FDSP)**: The OFA sponsors the FDSP with funding provided by the Dean/Provost's office. The FDSP provides financial support for scholarly work, and intensive mentoring to faculty from underrepresented minority groups who are selected by the FDSP oversight committee. The program's goal is to increase the diversity of the Medical School faculty. Typically, three scholars are provided support concurrently. During the 07-08 academic year, two new Diversity Scholars were selected. The FDSP Oversight Committee was expanded to include one faculty member from each of the UMMS schools. Current Scholars in AY 07-08 include:
  - Onesky Aupont, MD, MPH, MA, PhD, Assistant Professor, Department of Pediatrics, Division of Clinical Research
  - Sonia Ortiz-Miranda, PhD, Instructor, Department of Physiology
  - Benjamin U. Nwosu, MD, Assistant Professor, Department of Pediatrics, Division of Pediatric Endocrinology

- **Diversity Goals in Annual Performance Review**: In the spring of 2008 a new section for diversity efforts and goals was added to the annual performance review. Faculty members are expected to align their individual efforts with the diversity goals of their department. This section was expanded for the AY08-09 performance review.

AY08-09 PLANNED INITIATIVES

- In collaboration with the clinical system, develop a strategic plan regarding recruitment efforts of diverse faculty
- Develop diversity recruitment event for department chairs and faculty
- Based on the recommendation of the Minority Academic Advancement Committee of the Council on Equal Opportunity and Diversity, the OFA will recruit a half-time faculty position of Assistant Vice Provost for Diversity to support recruitment and retention efforts of faculty from underrepresented minority groups
- Continue to monitor salary recommendations annually based on UMMS and national benchmarks

*This goal is one of the goals of the new AAMC group, Women in Medicine & Science*
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 two to one in faculty at 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.

AY07-08 ACTIVITIES AND INITIATIVES

• **Gender Equity Initiative:** The joint leadership for UMMS and UMMHC has implemented a Gender Compensation (and Advancement) Equity Initiative. The Interim Vice Provost for Faculty Affairs, the Interim Associate Vice Chancellor for Human Resources, and the Associate Vice Chancellor for Diversity and Equal Opportunity developed a process and work plan to address potential gender inequities of faculty and staff.

• **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. In September 2007, the WFC co-chairs presented the findings of the Women’s Leadership Work Group to the UMMS/UMMHC Leadership Council, along with strategies to enhance the efforts made to increase the number of women in tenured positions, in senior academic ranks, and in institutional leadership roles.
  - Presented three recommendations to UMMS and UMMHC:
    1. That senior leadership of UMMS/UMMHC commits to advancing women in leadership positions
    2. That a diverse community of faculty leaders be developed at all levels to serve the institution
    3. That an administrative and institutional financial mechanism be created so that selected faculty have the opportunity to contribute to teaching, research or clinical care part-time for discrete periods of time while being supported financially and professionally
  - The Interim Vice Provost for Faculty Affairs met with Tenured and Tenure Track women to discuss needs and strategies related to incentives for hiring and supporting women

• **Faculty Advancement Department Liaisons:** The Interim Vice Provost for Faculty Affairs developed the Faculty Advancement Development Liaisons group to foster advancement of female faculty. There are representatives in this group from each department who are members of their Department Personnel Action Committee.

• **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 female 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
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

**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 two UMMS female faculty members to attend during this reporting period:
  - Melissa Fischer, MD, Assistant Professor of Medicine
  - Lisa Gussak, MD, Assistant Professor of Family Medicine & Community Health

- 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 two UMMS female faculty members to attend during this reporting period:
  - Patricia Franklin, MD, MBA, MPH, Associate Professor of Orthopedics & Physical Rehabilitation and Family Medicine & Community Health
  - Manju Prasad, MD, Associate Professor of Pathology

**Hedwig van Ameringen Executive Leadership in Academic Medicine (ELAM):** The OFA assists female 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.

**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 female faculty.

- Organized the Women's Faculty Awards Luncheon attended by 120 people.
- Coordinated and staffed the Women's Faculty Awards process.
- Women's Faculty Committee 2008 Outstanding Achievements Award recipients:
  - Sarah Stone Excellence in Education Award
    - Judy Savageau, MPH, Research Associate Professor of Family Medicine & Community Health
  - Outstanding Community Service Award
    - Jean King, PhD, Professor of Psychiatry
  - Women in Science and Health Achievements Award
    - Jane Lian, PhD, Professor of Cell Biology
    - Janet Stein, PhD, Professor of Cell Biology
  - Excellence in Clinical Services Award
    - Gertrude Manchester, MD, Clinical Associate Professor of Medicine, Primary Care
    - Paulette Seymour-Route, PhD, Dean, Graduate School of Nursing
  - Outstanding Mentoring Award
    - C. Robert Matthews, PhD, Chair and Professor, Biochemistry & Molecular Pharmacology
AY08-09 PLANNED INITIATIVES

- **Gender Equity Initiative:** Use the analysis results from the Gender Equity Compensation and Advancement Initiative to provide recommendations for process improvement and a plan for ongoing monitoring of an compensation and advancement by the end of the academic year

- **Women’s Faculty Leadership Work Group:**
  - Draft a proposal to implement an administrative and institutional financial mechanism that will allow select faculty the opportunity to contribute to teaching, research or clinical care on a part-time basis for discrete periods
  - Develop strategies for cultural change that supports recruitment and retention of women
  - Recommended an integrated senior leadership training institute for faculty as part of the institution’s strategic plan
  - Develop and oversee a day long Women in Leadership symposium with AAMC leaders

- **Faculty Advancement Department Liaisons:** Identify at least 12 female faculty ready for advancement to the rank of Associate Professor or Professor

- **AAMC Career Development Seminars:**
  - Award funding to three faculty to attend the AY08-09 AAMC Early Career Professional Development Seminar
  - Award funding to two faculty to attend the AY08-09 AAMC Mid Career Professional Development Seminar
  - Initiate meetings for UMMS faculty who attended the AAMC Early and Mid Career Professional Development Seminar with a goal of developing opportunities for moving ahead with new initiatives for women at UMMS

- **ELAM:** The OFA will assist interested female faculty in the preparation of application materials for the ELAM program

- **Women’s Faculty Committee:**
  - Present workshops on Women’s Health Issues
  - Host Faculty Awards luncheon
  - Review/update Women’s Faculty Committee by-laws
GOVERNANCE AND POLICY

The OFA has the primary responsibility for faculty issues, including but not limited to, the development, interpretation, implementation, monitoring, evaluation and communication of faculty and institutional policies and procedures.

AY07-08 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 revised annual faculty report document was rolled out in February 2009 as part of the current year’s 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 Interim Vice Provost for Faculty Affairs with department chairs and the Office of Administration and Finance. 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 academic year 2008, 12 individuals were reviewed.
  - *Post-Tenure Reviews:* As required by the APP, the OFA implemented 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 June 30, 2008, 125 faculty retain tenure. Sixty-eight of these individuals were due for and completed a PMYR in academic year 2008.

- **Department Five Year Reviews:** A workgroup was formed to assess the process and objectives of the department and chair five-year review. The group included members of the Faculty Council, Executive Council and Personnel Action Committee for the School of Medicine. The recommendations of the workgroup, in conjunction with input from other constituencies, resulted in the development of the process for department five-year reviews and a list of objectives for outside review committees to consider when assessing a department and chair.
  - The Department of Pathology’s review was completed in AY07-08
  - Three departments will be reviewed in AY08-09
• **Policy Initiatives:**
  
  o **Academic Personnel Policy:** The OFA organized a workgroup charged with reviewing the involvement of the Executive Council in the personnel action process and with providing recommendations to revise the APP. The workgroup included members of the Executive Council, Faculty Council and Personnel Action Committee (PAC) for the School of Medicine. It proposed that the Executive Council only be involved in the personnel action process for purposes of an appeal by the department chair. These changes would result in an expedited appointment and promotion process within the School of Medicine. The proposal was unanimously endorsed by both the Faculty and Executive Councils and overwhelmingly approved by the faculty-at-large. The recommendation will go to the President’s Office after the APP is further reviewed.

  o **Grievance Procedure:** Members of the Faculty Grievance Committee, a subcommittee of the Faculty Council and the OFA, participated in revising the Grievance Procedure (initially approved in 1988).

  o **Compensation Task Force:** The Dean and UMMHC CEO commissioned the development of a compensation plan that would address each component of the mission of UMMS and UMMHC. The goal was to provide faculty with a consistent message regarding expectations and rewards for each component: education, research, clinical care, public service, and leadership. A committee made up of faculty, department chairs, and administrative officials concluded that instead of developing a plan, it would be more feasible to provide a set of guidelines to be used by departments when developing their compensation plans.

**AY08-09 PLANNED INITIATIVES**

• **Department Five Year Reviews:**
  
  Five-year Chair and Department Reviews for 2009 include:
  
  o Cancer Biology
  o Family Medicine & Community Health
  o Program in Molecular Medicine

• **Policy Initiatives:**
  
  o Forward a proposal to the Faculty Council that includes draft revisions of the Governance Document (Document T03-035 as amended by the Board of Trustees on 8/23/2006). The Dean and Chancellor have commissioned a task force to review and propose changes to the Governance Document. This group includes 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.

  o Initiate a taskforce to draft changes to the Academic Personnel Policy for the School of Medicine.
COMMITTEES

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

**AY07-08 ACTIVITIES AND INITIATIVES**

- **Governing Bodies**
  - Executive Council
  - Faculty Council

- **Standing Committees**
  - **Committee on Committees**: Prepares membership rosters for the seven standing committees of the Medical School and the ballot of faculty nominees for two elected committees. The Committee recommended 53 faculty members to serve on the seven standing committees.
  - **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 AY07-08. The Committee worked with a subcommittee of the Faculty Council to draft revisions of the Grievance Procedure.
  - **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 distribute of monthly appointment and promotion packets, and working with departments on any issues that could delay appointment or promotion.
  - **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.
  - **Women’s Faculty Committee**: The OFA supports this group by providing minutes and coordinating the annual Awards Luncheon.
  - **Women’s Leadership Work Group**: The OFA supports this group by coordinating and facilitating meetings, providing minutes, and developing documents.
  - **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**
  - **Compensation Task Force**: Charged by the Dean with developing a set of guidelines to be used by departments to develop compensation plans intended to assure fair compensation and rewards for faculty members. This group met over eight months and presented a final plan to Dean Flotte, Chancellor Collins and John O’Brien in September 2008.
  - **Joy McCann Professorship Review Committee**: Facilitated a series of meetings to select the Joy McCann professor.

**AY08-09 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.

**AY07-08 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 event registration system was enhanced such that the end user can now view a calendar of upcoming events, register online, and receive a confirmation e-mail and a subsequent reminder within 48 hours of the event.

**AY08-09 PLANNED INITIATIVES**

- The PeopleSoft Human Resources system is in the process of upgrading from version 7.6 to version 9.0. The project initiated in August 2007 is expected to be implemented in several milestones during fiscal years 2009 and 2010. A proposal to migrate the faculty data currently in PSSA over to PeopleSoft Human Resources was approved.
- The OFA has recently implemented many new processes that require tracking. In order to effectively track these processes, the OFA will enhance the existing faculty database over the next academic year.
- 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 scope of this project is still being defined; therefore, no implementation date is available at this time.
SCHOLARSHIP, SCHOLARLY ACTIVITY AND SERVICE

The education, expertise and scholarship that the OFA leadership brings to its programs and initiatives is also recognized regionally, nationally and internationally via publications, presentations, posters, grants, service on professional committees, and other areas detailed in the following section.

Grants

OCKENE, JK

Principal Investigator

- **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. The extension focuses on collecting medical outcomes by mail. The goal of the extension study is to evaluate the effectiveness of three treatments after they have been discontinued: 1) hormone therapy (HT); 2) low-fat diet; and 3) supplementation with calcium and vitamin D, on the health of postmenopausal women, aged 50-79 years at baseline. The Observational Study will continue to longitudinally follow postmenopausal women to determine relationships between predictors of disease, biological markers of disease, and disease outcomes.

- **Ockene, JK**, NIH/NCCAM Grant, “Soy Isoflavones for Menopausal Vasomotor Symptoms,” awarded in 2005. This randomized placebo-controlled trial of menopausal women with moderate to severe vasomotor symptoms is examining two separate doses and three dosing frequencies of isoflavone capsules containing the primary isoflavones found in soy (daidzein and genistien). Outcomes will include feasibility and dose evaluation. These data will inform us about the optimal study design, methods of data collection, and dose and dosing frequency for a larger, more definitive randomized controlled trial.

- **Ockene, JK**, NIH/NIA Grant, “Women’s Health Initiative Study of Cognitive Aging,” awarded in 1999. This research project is continuing to assess how women who take HT compare on memory and thinking abilities over time with women who do not take HT.

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. The NCS is studying the complex relationship between health and the environment for approximately 100,000 U.S. children and their families. The purpose of the study is to improve the health of children. Enrollment in the study will begin before birth and, in some cases, before conception. Children will be followed until age 21 years.

- McDermott, M and Ockene, I, Co-PI’s, **Ockene, JK**, Investigator, NIH/NHLBI Grant, “Reducing Risk Factors in Peripheral Arterial Disease,” awarded in 2005. This randomized, controlled clinical trial is testing the ability of a telephone counseling intervention to reduce low density lipoprotein cholesterol levels as compared to usual care and attention control conditions, respectively, in patients with peripheral arterial disease.
PASQUALE, SJ

Principal Investigator


Investigator

- Sarah McGee, Principal Investigator, **Pasquale, SJ**, Investigator, Academic Technology Grant by the University of Massachusetts Information Technology Council to the UMMS Simulation Center: “A Multidisciplinary Simulator-Based Approach for Teaching and Learning Central Venous Catheter Insertion,” awarded April 2007. The goal of this grant is to determine if use of a Web-based online educational module and use of task trainer simulator improved knowledge, confidence, and technical skills for Central Venous Catheter Insertion for three levels of learners (acute care nurse practitioner students, third-year medical students, and PGY2 surgical residents).

Publications

Ockene, JK


Pasquale, SJ


Presentations and Posters at Meetings

Ockene, JK

- Ockene, JK (2007) An Update on the Women's Health Initiative, Medical Grand Rounds, UMMS.


- Ockene, JK (2008) An Update on the Women's Health Initiative, Medical Grand Rounds, Berkshire Medical Center Rounds, Pittsfield, MA.

Pasquale, SJ


- Pasquale, SJ, & Chauvin, S (2007). Developing Your Academic Portfolio. 11th Annual Meeting of the International Association of Medical Science Educators, Cleveland, OH.


• **Pasquale, SJ** & Sorcinelli, MD (2007). The Scholarship of Teaching and Learning and Faculty Development: How it Benefits Faculty and the Institution, NEASC/CIHE Assessment Forum Conference, December 6, 2007, Boston, MA.


• Quattrochi, J, Ham, W, **Pasquale, SJ** (2007). Innovating Faculty-Student Partnerships of Practice in Medical Education: Interactive Case-based Online Network (ICON). 2007 Conference of the Association for Medical Education in Europe, Trondheim, Norway.

• Quattrochi, J, Ham, W, **Pasquale, SJ** (2007). Innovating Faculty-Student Partnerships of Practice in Medical Education: Interactive Case-based Online Network (ICON). 11th Annual Meeting of the International Association of Medical Science Educators, Cleveland, OH.


### Service on Professional Committees

**Ockene, JK**

- Member, United States Preventive Services Task Force
- Board Member, YWCA Daybreak Program
- Member, Massachusetts Cardiovascular Health Coalition
- Member, National Advisory Committee, Prescription for Health
- Member, Society of Behavioral Medicine (SBM), Committee on Evidence-based Behavioral Medicine (EBBM)
- Mentoring and Faculty Development Task Force, 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, Professional Development Committee, IAMSE
- Conference Program Planning Committee, IAMSE
- Conference Planning Committee, Association of American Medical College’s Northeast Group on Educational Affairs
- Teaching and Learning in Medicine: An International Journal
• MedEdPORTAL, Association of American Medical Colleges
• Reviewer, IAMSE Awards: Outstanding Presentation Award, Medical Education Scholar Award, Master Teacher Award
• Journal of the International Association of Medical Science Educators
• Board of Advisors, College of Arts and Sciences – Division of Sciences, University of Massachusetts Lowell

**Reviewer**

**Ockene, JK**

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

**Pasquale, SJ**

• Teaching and Learning in Medicine: An International Journal
• MedEdPORTAL, Association of American Medical Colleges
• Journal of the International Association of Medical Science Educators

**Service on University Committees**

**Ockene, JK**

• Member, Admissions Committee, PhD Program in Clinical & Population Health Research
• Member, Curriculum Committee, PhD Program in Clinical & Population Health Research
• Member, Department of Medicine Tenure Committee
• Chair, Women’s Faculty Leadership Work Group
• Co-chair, Faculty & Leadership Development Strategic Planning Task Force
• Co-chair, Compensation Task Force
• Co-chair, Life Sciences Initiative: Health, Disease & Behavior Work Group
• Co-chair, Gender Equity Project
• 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**

• 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
- Represent the UMass Worcester campus on five working groups spanning the five campus UMass system:
  - e-Learning Cabinet
  - Faculty Engagement and Scholarship of Teaching & Learning Working Group
  - Continuing Education Council
  - e-Portfolio Special Interest Group
  - UMass Online Ad Hoc Advisory Committee
- Representative of UMass Worcester to the Colleges of Worcester Consortium:
  - Faculty Development Committee
  - 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, Women’s Faculty Committee
- Ex-officio member, Educational Policy Committee

Congdon, JL

- Member, Americans with Disabilities Act Committee of the Council on Equal Opportunity and Diversity
- Member, Human Resources PeopleSoft Upgrade Project Campus Core Team
- Member, Minority Academic Advancement Committee of the Council on Equal Opportunity and Diversity
- Member, PeopleSoft Student Administration Data Stewardship 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):
  - Developed curriculum for elective: Developing RCTs for Testing Behavioral Treatments.
  - 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 full 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 Teaching and Learning in Residency: Maximizing Your Experience, an elective for fourth-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.
- Faculty Development Workshops: Developed and presented various faculty development workshops for the Offices of Medical Education and Faculty Affairs.
  - Preparing your Academic Portfolio for Promotion
  - The UMMS Scholarship of Teaching and Learning Program (SoTL)
  - Achieving Scholarship in Your Teaching and Educator Roles: 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 for Mentors & Mentees
  - Mentoring Partnerships

Honors

Ockene, JK

- Katharine F. Erskine Award for Women in Medicine & Science, YWCA of Central Massachusetts
OFA ORGANIZATIONAL CHART

Vice Provost for Faculty Affairs
Judith K. Ockene, PhD (Ad Interim)

Administrative Assistant II
Missy Lucier
(Part-time)

Associate Vice Provost
for Faculty Affairs
Judith K. Ockene, PhD

Assistant Vice Provost
for Faculty Diversity
TBD

Director of Faculty Development
Susan Pasquale, PhD

Administrative Manager II
John Congdon

Academic Personnel Coordinator
Randi Segatore

Conference Coordinator II
Sue Tremallo

Administrative Assistant I
Bobbie Brooke