

Office of Faculty Affairs  
and Professional Development

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# IUSM

## Annual Report

### *Our Vision*

To develop a vibrant,  
diverse community where  
each faculty member has the  
optimal capability to make  
meaningful contributions  
to their career goals and the  
institution's mission.



**SCHOOL OF MEDICINE**

INDIANA UNIVERSITY

Office of the Dean



# SCHOOL OF MEDICINE

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**Faculty Affairs and Professional Development**

**2008-2009 Annual Report**

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**2008-2009 Annual Report**  
**Office of Faculty Affairs and Professional Development**

**How we support the IUSM Mission**

**Indiana University School of Medicine Mission**

It is the mission of the Indiana University School of Medicine to advance health in the State of Indiana and beyond by promoting innovation and excellence in education, research and patient care.



**Our Core Beliefs**

- Faculty are the single greatest resource of the institution.
- Talent is a strategic resource that has no limits.
- Faculty and institutional vitality are interdependent.
- Leadership development is not optional. Leadership ensures the ability to initiate and sustain functional relationships and achieve shared goals.
- Investment in faculty development is crucial to retaining productive, well-balanced faculty and to accomplishing the mission of the School.



**The IUSM Office of Faculty Affairs and Professional Development is the only unit within the School whose sole mission is the support and development for the faculty:**

- establish and sustain a culture that promotes faculty vitality and diversity;
- plan and implement faculty development activities that ensure effective and successful recruitment, appointment, retention, and promotion of faculty;
- train and educate visionary, innovative leaders who are capable of promoting the school's mission and capitalizing upon emerging challenges;
- implement a life-cycle of learning experiences that enable faculty to achieve their highest ambitions as educators, investigators, and clinicians;
- communicate current faculty development opportunities to the medical school community;
- ensure consistency with the school's strategic plan and core beliefs, and ensure optimal use of limited resources by coordinating school and university-wide faculty development offerings; and
- expand participation in national and international groups that assist or promote faculty affairs, leadership, and professional development.

# Our Goals and Accomplishments

## Faculty Development Goals:

## Our progress in achieving these goals:

**Develop appropriate mechanisms for assessing faculty needs and for measuring the impact of faculty development and faculty affairs programs.**

Conducted 2008 Faculty Vitality Survey, an electronic survey sent to all full time faculty. A total of 607 participants responded, yielding a response rate of 44%. Customized reports specific to each department will be provided for the dean's use during the spring Departmental Annual Review (DAR) meetings. Data will also be developed into a variety of reports and manuscripts.

Published first annual State of the Faculty report available on the OFAPD website. This report provides easy access to frequently needed faculty data.

Conducted face-to-face meetings with 24 junior research faculty to assess needs, goals, and problems.

Conducted focus groups for department to assist in determining faculty development needs.

**Foster and sustain a culture that values and promotes faculty development and vitality.**

Developed executive briefing on faculty vitality.

Created new OFAPD web site that includes an events calendar/registration system: [www.faculty.medicine.iu.edu](http://www.faculty.medicine.iu.edu).

Convened the Faculty Development Coordinating Committee. This standing committee serves as an advisory council to the Office of Faculty Affairs and Professional Development and consists of 30 members of the IUSM faculty and staff, representing all departments.

**Develop visionary, innovative leaders.**

Collaborated with Clarian in the planning and implementation of the Leading to Preeminence, Leadership Development Institute, a program of the StuderGroup.

Continued the early-career program, Leadership in Academic Medicine Program (LAMP). The cohort of faculty consists of 26 members.

- Team Building & Managing Professionals  
Average evaluation: 4.57/5.0
- P & T Planning: What's in a Dossier? *and* MBTI  
Average evaluation: 4.36/5.0
- Having an Academic Plan *and* Mentoring: Making it Work  
Average evaluation: 4.72/5.0
- The Versatile Clinical Teacher  
Average evaluation: 4.45/5.0
- The Secret Life of Grants  
Average evaluation: 4.52/5.0

*(continued)*

- Basics of Giving a Presentation  
Average evaluation: 4.42/5.0
- Conflict Management *and* The Art of Negotiation  
Average evaluation: 4.49/5.0

*Upcoming topics:*

- Four Leadership Competencies *and* Emerging Instructional Technology
- Capstone Presentations

**Contribute to the local, national and international stature of faculty affairs and faculty development.**

Developed a research agenda on issues related to faculty affairs and professional development:

*Publications:*

Palmer, M.M., Dankoski, M.E., Brutkiewicz, R.R., Logio, L., & Bogdewic, S.P. (in press, 2009) An Rx for Academic Medicine: Building a Comprehensive Faculty Development Program. *To Improve the Academy*.

- Manuscript under review with *Academic Medicine*: Dankoski ME, Palmer MM, Carroll AE, Brutkiewicz RR, Logio LS, Bogdewic SP. On the Middle Rung: Understanding the Faculty Experience of Associate Professors.

*Presentations:*

Bogdewic, S. P. & Apted, J. (August, 2008). Health and well-being of faculty in academic medicine. Session presented at the 2008 Association of American Medical Colleges, Group on Faculty Affairs Conference, Pittsburgh, PA. (peer reviewed)

Grigsby, R.K, Bogdewic, S.P. (November 2008) *Organizational Culture and it's Consequences*. Group on Faculty Affairs Plenary presented at the Association of American Medical Colleges Annual Meeting, San Antonio, Texas.

Dankoski, M.E., Logio, L., Palmer, M.M., Brutkiewicz, R.R., & Bogdewic, S.P. (August, 2008) *Taking the Pulse of Faculty Vitality: A Multi-Method Approach*. Poster session presented at the 2008 Association of American Medical Colleges, Group on Faculty Affairs Conference, Pittsburgh, PA. (peer reviewed)

Dankoski, M.E., Logio, L., Palmer, M.M., Brutkiewicz, R.R., & Bogdewic, S.P. (August, 2008) *Taking the Pulse of Faculty Vitality: A Multi-Method Approach*. Poster session presented to the IUSM School of Medicine Faculty at the 2008 biannual Dean's Grand Rounds, Indianapolis, IN.

Shaker, G., Kandiko, C., Palmer, M.M., Garver, A. & Nelson Laird, T. (April, 2009). *Faculty Roles in Disciplinary Contexts and in Changing Disciplinary Cultures*. Symposium held at the American Educational Researchers Association annual meeting, San Diego, CA (peer reviewed)

Palmer, M. M. & Shaker, G. (November, 2008). *Higher Education Programs and Emerging Technology: What's the Connection?* Roundtable presented at the Association for the Study of Higher Education annual meeting, Jacksonville, FL. (peer reviewed).

*continued*

Palmer, M.M. & Bogdewic, S.P. (October, 2008) *Weaving the Work of Teaching Centers into Schools of Medicine*. Roundtable session presented at the Professional and Organizational Network annual conference, Reno, NV. (peer reviewed)

Palmer, M.M., Dankoski, M.E., Logio, L., & Brutkiewicz, R.R., & Bogdewic, S.P. (October, 2008) *Assessing Faculty Vitality at the IU School of Medicine*. Poster session presented at the 2008 IUPUI Assessment Institute, Indianapolis, IN. (peer reviewed)

**Enable faculty to develop competencies needed to excel in their roles as educators, investigators, and scholars.**

Conducted an IUSM luncheon with panel discussion as part of the New Faculty Orientation program.

25 Attendees Average evaluation: 4.57/5.0

Co-sponsored yearly grant-writing workshop with IUPUI and Department of Medicine  
106 Attendees

Sponsored yearly two-day “Scientific Writing from the Reader’s Perspective” workshop and one-day writing consultation program. The event reached full capacity within 2 hours of opening registration.

Attendees: 173 Average evaluation: 4.5/5.0

Hosted “Research Faculty Development Seminar” series, which is available for viewing online at [www.faculty.medicine.iu.edu](http://www.faculty.medicine.iu.edu):

- Recruiting Personnel to your Laboratory”  
13 Attendees Average evaluation: 4.6/5.0
- Mentoring Graduate Students and Post Docs  
7 Attendees Average evaluation: 4.51/5.0
- Service Contributions for Research Faculty  
14 Attendees Average evaluation: 4.84/5.0
- Dealing with Study Section Comments  
18 Attendees Average evaluation: 4.28/5.0
- Being a Successful Two-career Couple in Science  
33 Attendees Average evaluation: 4.08/5.0
- Patenting Inventions and Other Intellectual Property Elements  
21 Attendees Average evaluation: 4.52/5.0

Conducted three Faculty Enrichment and Education Development (FEED) seminars. Seminar topics:

- The Art of Collaboration: How to work with other talented people  
37 Attendees Average evaluation: 4.47/5.0
- Rejuvenation: Brining Energy and Passion to Your Work  
42 Attendees Average evaluation: 4.34/5.0
- Values and Career Choice: A Tutorial on Career Advising  
36 Attendees Average evaluation: 4.32/5.0

(continued)

*Faculty Development goals continued*

*(FEED continued)*

Hosted a half-day symposium on documenting teaching. in collaboration with the IUPUI Center for Teaching and Learning (CTL) and the IUPUI Office of Faculty Appointments and Advancement (FAA)  
Approximately 50 faculty, 1/3 from IUSM

Facilitated the Prerequisites for Success series for new IUPUI faculty, n collaboration with the CTL and the FAA, which included 11 events.

Co-sponsored the “Edward C. Moore Symposium on Teaching Excellence: What does IT mean for teaching and learning,” hosted by CTL.  
Conducted over 30 observations of faculty teaching in collaboration with MECA and IUPUI CTL.

Prepared single observation of teaching form based on Stanford faculty development model and college teaching literature. in collaboration with the CTL and MECA,

Mary Dankoski, PhD and Megan Palmer, PhD were invited to speak about educating international medical graduates at the statewide Indiana Academy of Family Physicians annual faculty development meeting.

**Develop an Academy of Teaching Scholars**

Developed the structure for the Academy of Teaching Scholars, in collaboration with the Faculty Development Coordinating Committee Tier 1: Foundations of Teaching Excellence Program

- Tier 2: Certificate of Teaching Excellence Program
- Tier 3: Master Teacher Program

Recruited over 90 faculty to participate in faculty learning communities on the scholarship of teaching in the health profession was sent to all IUSM faculty. The FLCs will be a part of Tier 2 of the academy.

**Diversity Affairs Goals:**

**Our progress in achieving these goals:**

**Establish a prominent and visible presence for diversity and multicultural affairs.**

Recruited George Rausch, PhD to serve as Associate Dean for Diversity who will begin his appointment with IUSM by June 1, 2009.

Hired administrative support professional, further building on the presence of the Office of Multicultural Affairs.

Hosted open house reception for the Office of Multicultural Affairs.

Hosted two Aesculapian Medical Society meetings, with 25 individuals in attendance at each meeting.

Participated in the FACE Diabetes Roundtable, a Lilly sponsored community outreach program to plan and facilitate diabetes education, treatment, and prevention in the African-American community.



*Diversity Affairs goals continued*

Krystal Ardayfio served in the following capacities:

- Planning committee member for the Indiana Minority Health Coalition Cultural Competency Conference
- American Association of Laboratory Animal Science panelist and paper for publication

Reorganized Diversity Council to increase effectiveness and engagement.

**Recruit, retain, and advance a diverse faculty.**

Awarded \$50K from the IU President's Diversity Initiative for "The Next Generation @ IUPUI," a leadership development program for under-represented minority faculty across IUPUI. This is a collaborative initiative with the IUPUI School of Education, Academic Affairs and OFAPD and will serve faculty from IUSM and the rest of the IUPUI campus.

Assisted with successful Support for Underrepresented Faculty SRUF package to recruit Dr. Cheikh Seye in the lab of Dr. Sturek.

**Recruit, support, and retain a diverse housestaff.**

Presented the IUSM diversity effort at the house staff orientation.

**Recruit, retain, and promote a diverse senior leadership among faculty, administrators, staff and students.**

Co-hosted with the Office of Multicultural Affair and Academic Administration "Diversitea." DiversiTea sessions provide an opportunity to share information, expand thoughts and understanding through informal dialogue between the presenter and IUSM staff while utilizing the universal tradition of tea drinking to recognize our similarities and celebrate our differences.

Provided support to IUSM human resources for city-wide recruitment fairs and in-house orientations.

**Recruit, retain, support, and graduate a diverse medical and graduate student body.**

Hosted the traditional finals week hospitality, serving pizza to IUSM students and engaging them with the Office of Multicultural Affairs

Sponsored a delegation of nine students, one staff member, and one resident to attend the Student National Medical Association national conference in preparation for hosting the conference in 2011

Hosted the IUSM Summer Welcome Reception for students who arrived on campus to foster mentoring, networking and a welcoming environment on campus

Offered, in collaboration with SMNA, the Electronic Residency Application System workshop to teach 4<sup>th</sup> year medical students, particularly URMs, to complete their applications while avoiding writing differences that could negatively impact their applications.

Hosted the "Getting you through IUSM" program in collaboration with the Graduate Division and IUPUI's Underrepresented Professional and Graduate Organization.

*Diversity Affairs goals continued*

Assisted the graduate division with diversity recruitment:

- Created "Getting you into IU" workshop
- Provided proactive student support: (i.e. one-to-one meetings ),
- Participated in interview receptions for admissions
- Attended AAMC Annual Meeting to assist with recruitment, and visibility
- Attended NIH recruitment fair
- Updated 2008 AAMC Minority Student Opportunities listing
- Strengthened internal relationships with URM students and student groups such as SOL, SNMA by:
  - Increased SOL and SMNA visibility and support through meetings and purposeful inclusion in projects (i.e. the IUSM-AHEC PROMiSE Project Enrichment Program, Diversity Week, SADCO event.)
  - Ensured a Latino presence on the Diversity Week speaker roster and facilitate mentor opportunities by ensuring small group access with Latino guest speakers and Latino IUSM constituents at a small dinner
  - Included cultural competence information as it pertains specifically to Latinos in the 3rd year Therapeutic Pediatrics Rotation workshop Supported (in financial and non-monetary ways) student activities such as the ERAs workshop and the SNMA picnic
  - Increased funding for attendance of SNMA executive board members to national meeting
  - Facilitated presence of Black students at State House Day to participate in advocacy and to have a voice and visibility

**Promote cultural awareness and competence throughout the medical school learning environment.**

Hosted the 2009 Diversity Week. Schedule of events/speakers:

- Streamed video of Presidential Inauguration, followed by comments from Joye Maureen Carter, MD, Chief Forensic Pathologist for Marian County coroner and Director of Forensic Pathology Fellowship program at IUSM
- Olveen Carrasquillo, MD, MPH, Associate Professor of Medicine and Health Policy, Columbia University College of Physicians and Surgeons and Director, Columbia Center for the Health of Urban Minorities
- Melissa C. Green, PhD, Director, Division of Science and Technology, UNCF Special Programs Corporation, Fairfax, VA
- Alexa Canady, MD, Pediatric Neurosurgeon, Sacred Heart Medical Group, Pensacola, FL

Hosted GLB lunch and learn, "Experience of Gay, Gay and Bisexual Patients in Primary Care Panel Discussion".

Hosted Faces of Faith, "Religious Faith and Practice in Healthcare".

Sponsored the Medical Spanish course taught by Javier F. Sevilla Martir, MD Indiana University Department of Family Medicine.

*Diversity Affairs goals continued*

**Annually evaluate and report on progress; revise objectives, strategies, and goals as necessary**

Participated in the IUPUI and IUSM Affirmative Action goal setting.

**Partner with off-campus community to strengthen and support diversity initiatives.**

Coordinated “Camp MD,” a program designed to develop health professions enrichment for minorities at an early stage. in collaboration with AHEC (Area Health Education Center), The program received outstanding evaluations.

Hosted Sociedad de Amigos de Collumbia (SADCO) collaboration/conference.

Restructured relationship with the Aesculapian Medical Society, hosting bi-annual meeting at IUSM.

**Advancement of Women Goals:**

**Our progress in achieving these goals:**

**To advance the professional and academic satisfaction and achievement of women faculty**

Continued to support the growth and momentum of the IUSM Women’s Advisory Council. The Council has 33 members and meets on a monthly basis. Three subcommittees have been formed this year to address: a) mentoring, academic advancement, retention, and tenure; b) climate issues, and c) flexibility in career paths. Members of the subcommittees have begun projects to compare the IU work-life policies with other Big 10 schools, and to better understand attrition among women faculty members.

Held 2<sup>nd</sup> Anniversary of the Women’s Advisory Council reception on December 15<sup>th</sup>, 2008 to celebrate accomplishments of the WAC in the first two years.

Supported the Women’s Advisory Council who continued to advocate in support of health care benefits for part time faculty, through attendance at several meetings and letters written to various stakeholders.

Hosted “Stepping Stones of Women in Leadership” luncheon series:

- Janice Blum, PhD, Chancellor’s Professor of Microbiology and Immunology  
23 Attendees      Average evaluation: 4.55/5.0
- Virginia Caine, MD, Director, Marion County Health Department, Associate Professor of Medicine  
33 Attendees      Average evaluation: 4.86/5.0
- *Upcoming (4/20/09)* Valerie Jackson, MD, John A. Campbell Professor Chair, Department of Radiology  
29 Registrants

Hosted “Women in Medicine and Science Leadership” Conference

- Keynote address: Alice Eagly, PhD
- Breakout sessions on work/life juggling, financial planning for physicians, and maximizing your CV  
42 Attendees      4.42/5.0 Average Evaluation

Nominated women faculty for awards/honors:

- Indiana Commission for Women Torchbearer Awards (the highest awards given to women by the state of Indiana): nominated and received: Mary Rouse, MD and Margaret Blythe, MD.
- IUPUI Women's History Month Leadership Award, March 2009: nominated: Annette Douglas-Akinwande, MD.

Sponsored women faculty to attend national career and leadership development workshops:

- Sponsored Erin Krebs, MD, Melissa Kacena, PhD, and Jennifer Choi, MD to attend AAMC Early Career women Faculty Professional development Seminar
- Sponsored Linda DiMeglio, MD and Mary Johnson, PhD to attend AAMC Mid-Career women Faculty Professional Development Seminar
- Nominated Abby Klemsz, MD, PhD for Executive Leadership in Academic Medicine (ELAM)

Mary Dankoski, PhD served in the following capacities:

- Represented IUSM on IUPUI Office for Women Advisory Board, and will represent the IUSM during a meeting called by the IUB Dean for Women's Affairs to address issues for women across all of IU
- AAMC Women Liaison Officer, and participated in the AAMC annual Women in Medicine benchmarking report.

**To provide women medical students with support for personal and professional development**

Provided support and guidance for the student chapter of American Medical women's Association (AMWA), including:

- Hosting annual breakfast and dinner meetings
- Facilitating a student mentoring program with approximately 70 student-faculty pairs per year
- Sponsored three students to attend the national AMWA women's leadership conference; one of the students presented a research poster

<b>Faculty Affairs Goals:</b>	<b>Our progress in achieving these goals:</b>
<b>Assist departments in faculty recruiting efforts.</b>	Reviewed faculty development opportunities with faculty candidates. Provided reports to chairs on results of Faculty Vitality Survey for their departments. Hosted the Cornell University Interactive Theater Ensemble for two presentations of "Gender Bias in Search Committees."
<b>Ensure that all faculty who are eligible for promotion and tenure (P&amp;T) have a sound understanding of expectations and standards.</b>	Conducted series of five P&T workshops prior to each promotion cycle, specifically tailored to declared areas of excellence. Average evaluation: 4.51/5.0 Prepared and publicized online modules about expectations, guidelines, and dossier preparation regarding excellence in teaching, research, &/or service. Maintained library of dossiers for each type of appointment. Developed and conducted seminar on service opportunities for research faculty.

**Establish a process of consultation for work unit improvement.**

Responded to requests for organizational development consultations.

Provided several hours of longitudinal organizational consultation for one division in the department of medicine, which included a division-wide “360” evaluation, meetings with the unit as a whole, and individual coaching for the division director and individual faculty members.

**Provide IUSM leadership.**

Established an initial planning process to develop both a strategic plan for the entire School of Medicine and a joint strategic plan with Clarian.

Provided leadership in matters related to faculty grievances, legal issues related to faculty, and faculty remediation.

Managed the process of reappointing all standing committees.

Prepared faculty section of LCME 2008 self-study.

Continued to coordinate Indiana Clinic as part of IUSM-Clarian Enterprise activities.

Conducted IUSM New Employee Orientation.

Conducted the IUSM Employee Satisfaction Survey.

Led the IUSM Supervisor Leadership Forum. Sessions were presented by:

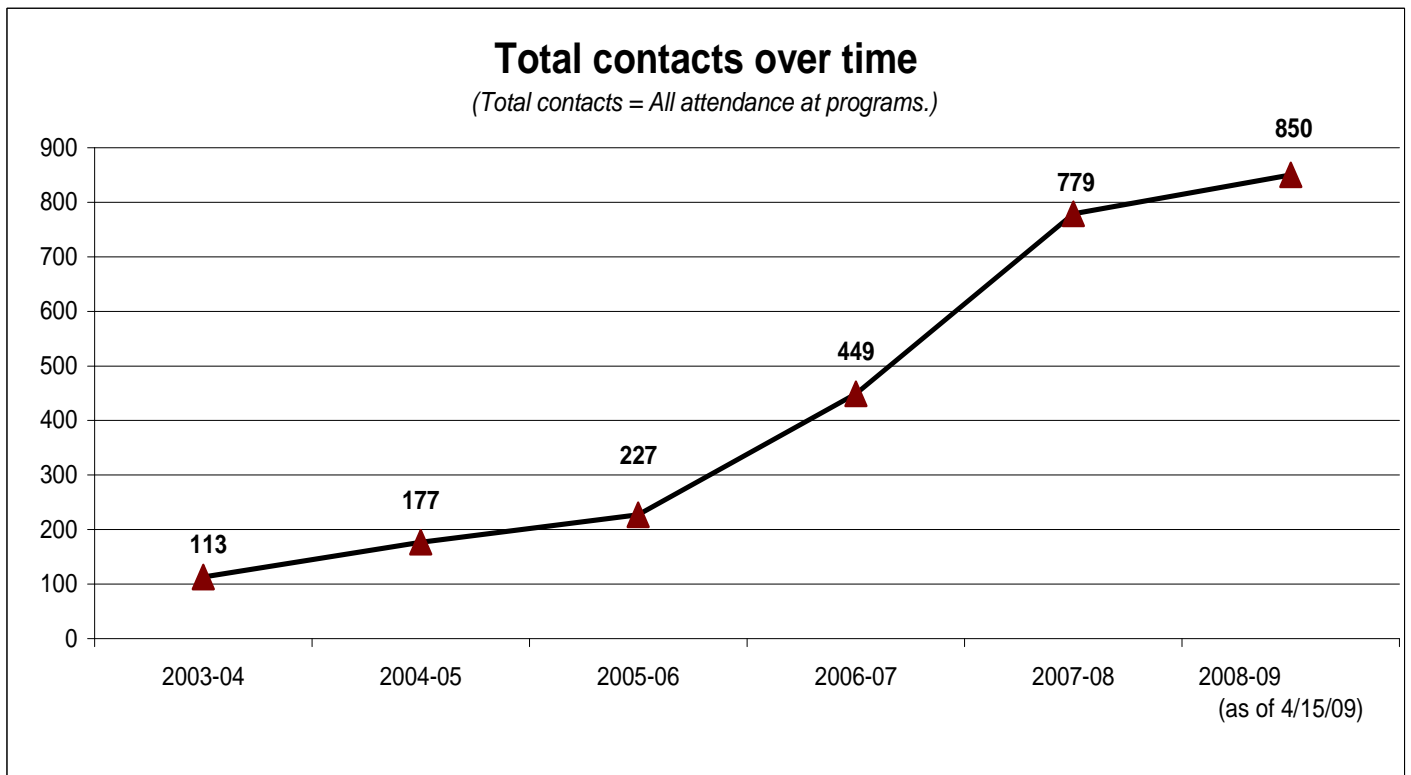
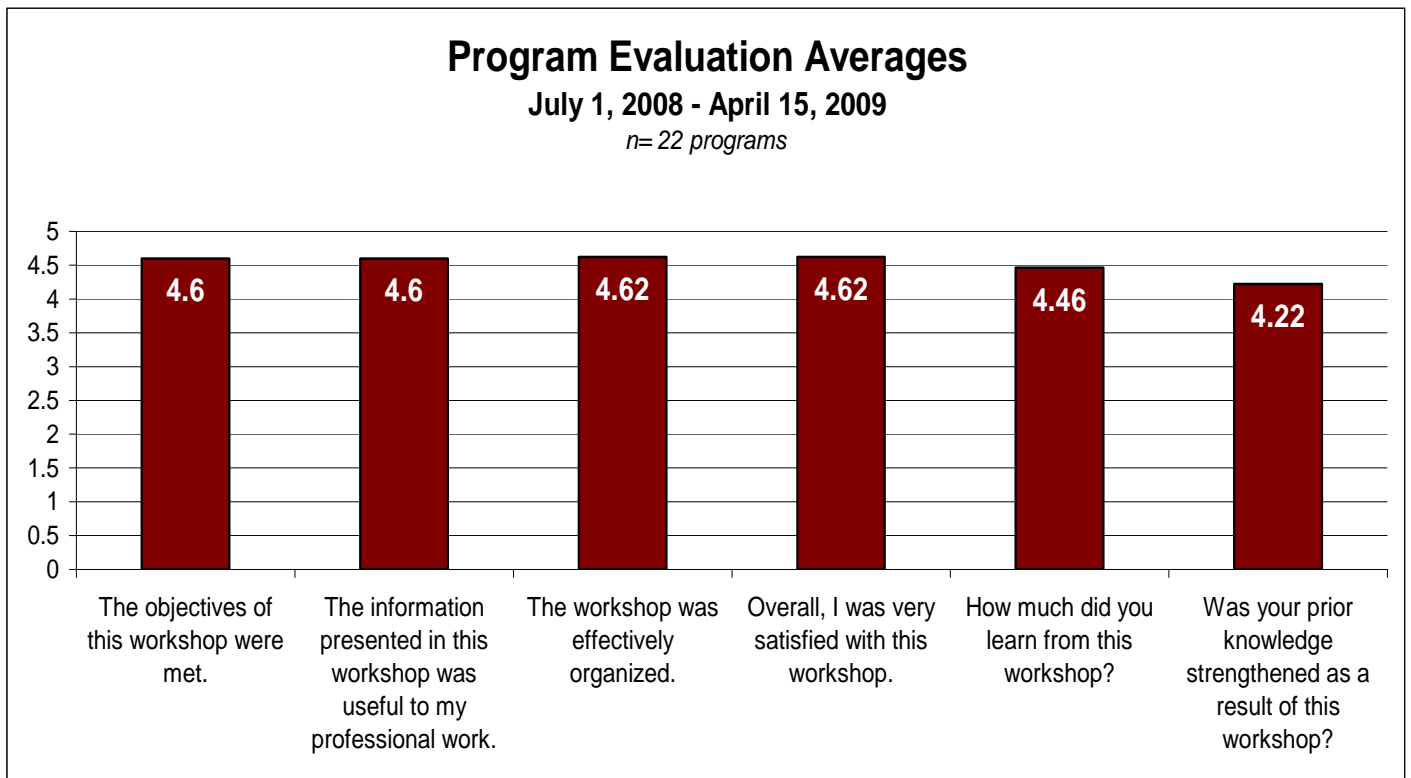
- Dr. Stephen Bogdewic, Executive Associate Dean for OFAPD
- Deb Dunbar, University Employee and Organizational Development Consultant
- Mary Ellen McCann, University Employee and Organizational Development Consultant
- Deb Cowley, Director of Academic Administration and HR Services
- Terri Ryckaert, Assistant Director of HR Services

Successfully and efficiently conducted the faculty election using the first ever electronic ballot, with 387 faculty casting ballots.

Included a referendum on extending the tenure clock on this electronic election ballot, with the results showing overwhelming support of the IUSM faculty.

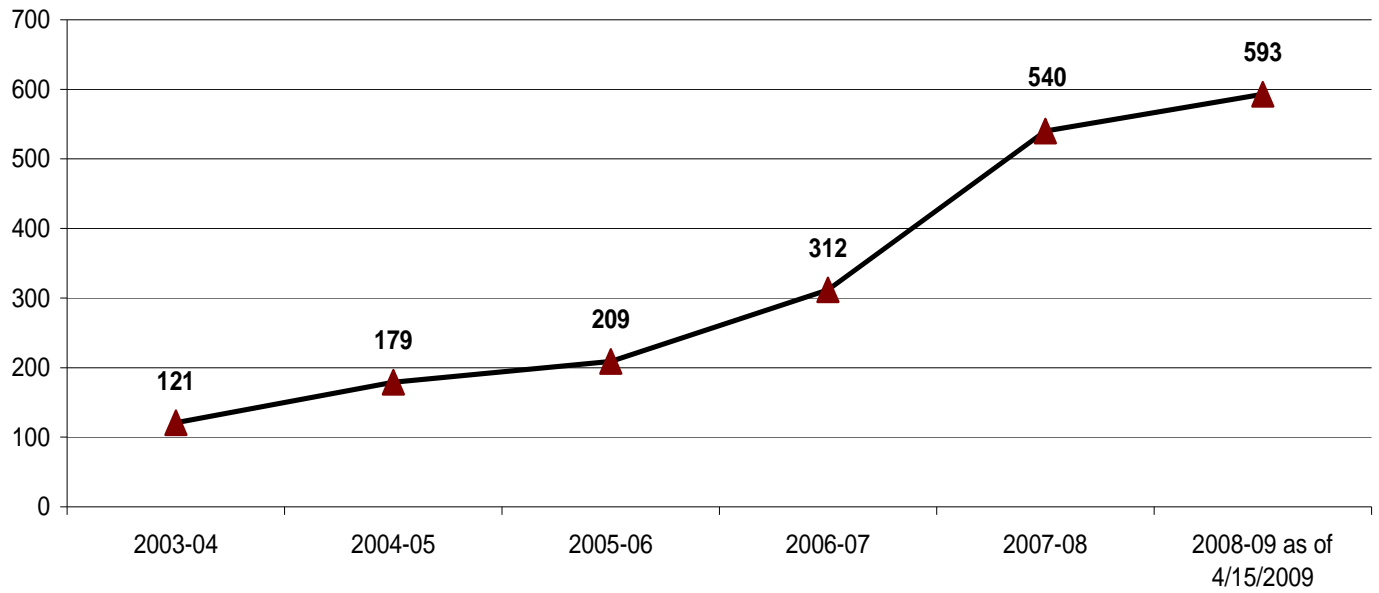
Authored white paper, “Flexibility in the Tenure Clock: Why the Time is Right to Adopt a 10-Year Tenure Probationary Period at the Indiana University School of Medicine.” Drs. Bogdewic, Palmer and Dankoski attended a series of meetings to move this initiative forward, including a forum on the future of tenure by the AAUP chapter at IUB, and meetings with the chair and faculty affairs committee of the IUPUI Faculty Council.

## Our Data



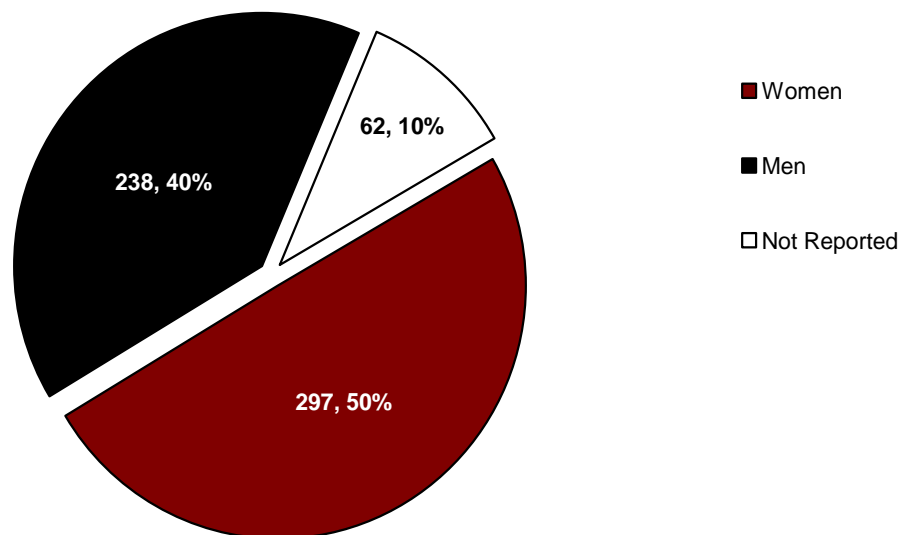
## Unique contacts over time

(Unique contacts = Single individual attendance at programs.)



## Unique contacts by gender

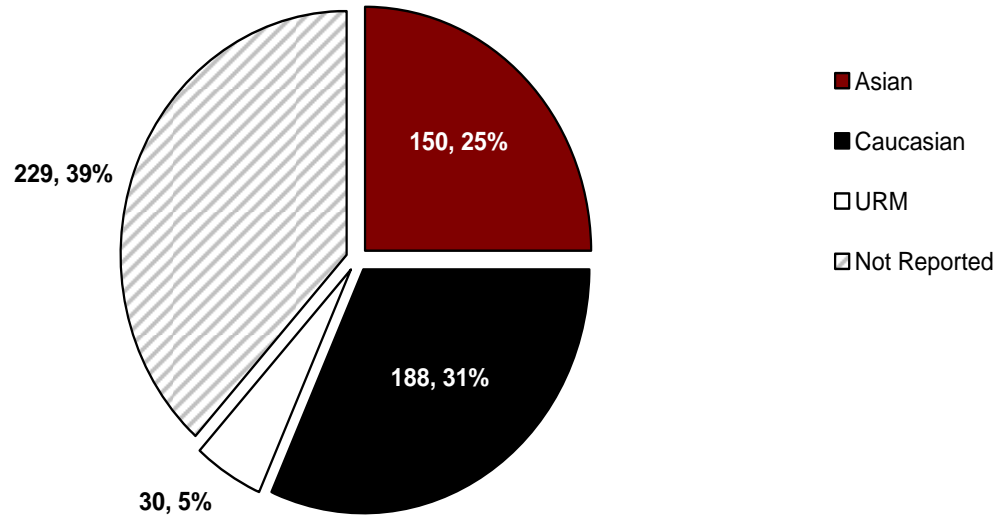
July 1, 2008 - April 15, 2009



## Unique contacts by race/ethnicity

July 1, 2008 - April 15, 2009

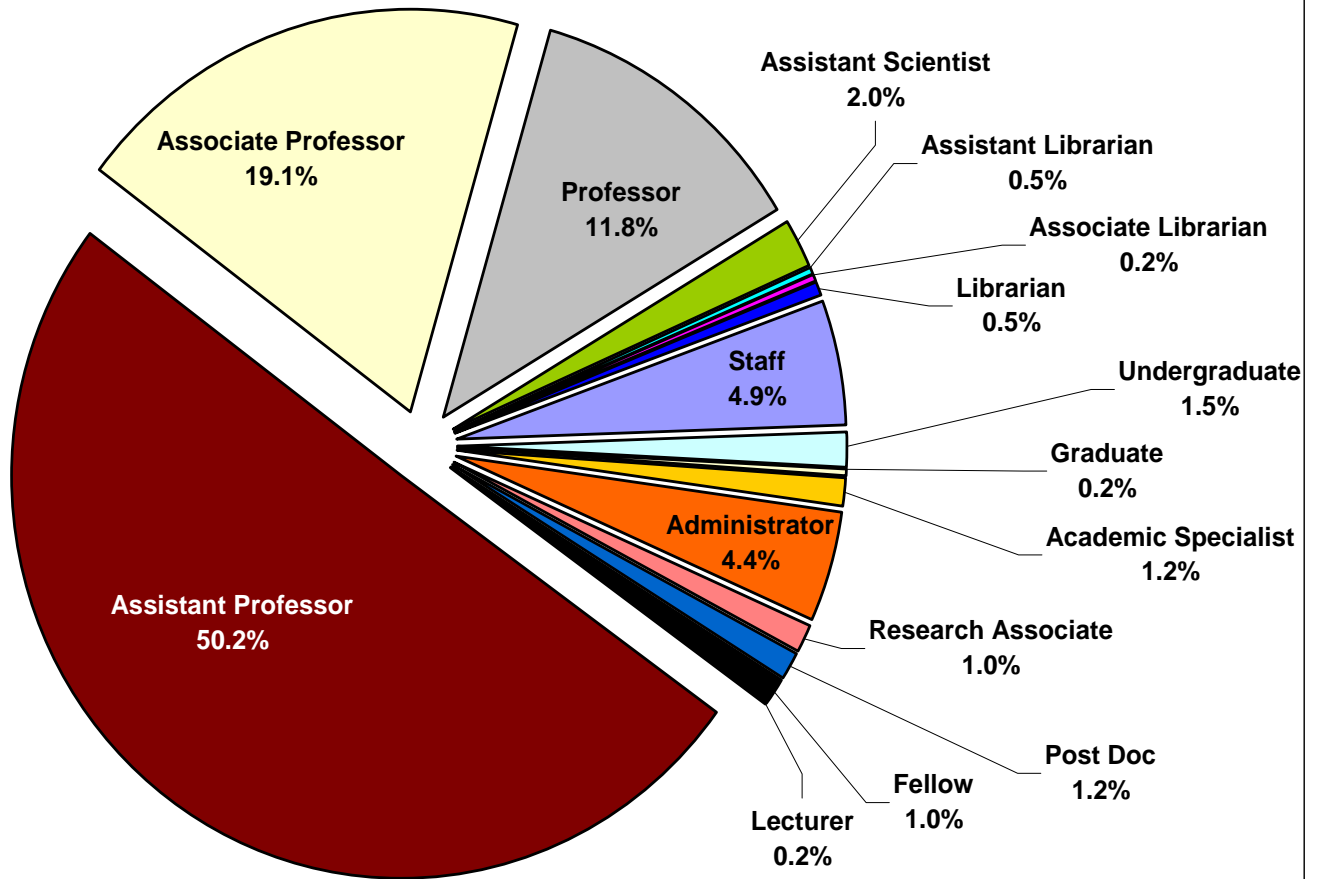
URM= Under-represented in medicine includes Black, Hispanic/Latino, Native American, Pacific Islander

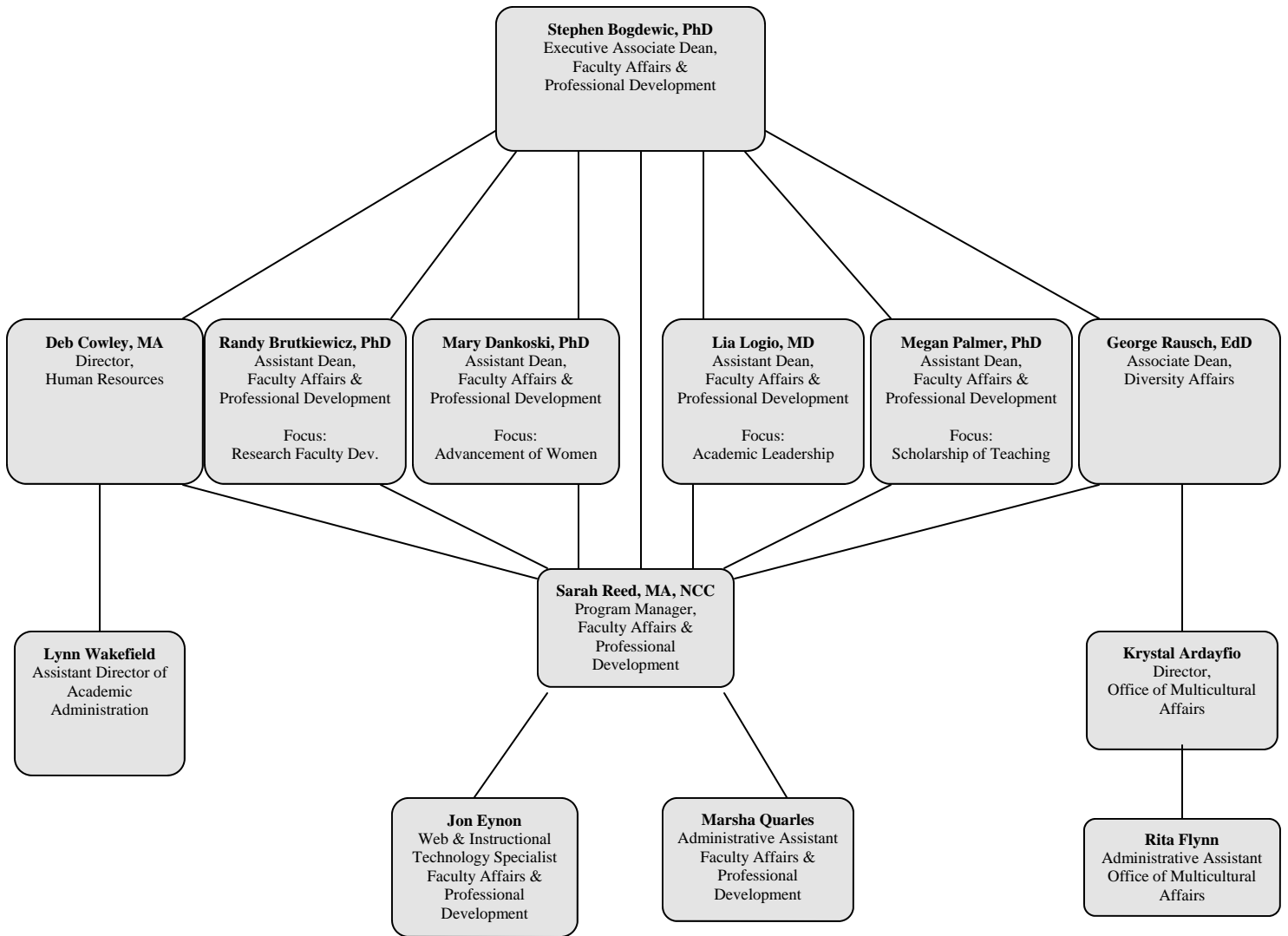




## Total unique contacts by rank/classification July 1, 2008 - April 15, 2009

- |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|
| ■ Staff               | ■ Undergraduate       | ■ Graduate            | ■ Academic Specialist |
| ■ Administrator       | ■ Research Associate  | ■ Post Doc            | ■ Fellow              |
| ■ Lecturer            | ■ Assistant Professor | ■ Associate Professor | ■ Professor           |
| ■ Assistant Scientist | ■ Assistant Librarian | ■ Associate Librarian | ■ Librarian           |





**Office of Faculty Affairs and Professional Development**  
**Organization Chart**  
 March, 2009

# Office of Faculty Affairs and Professional Development

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**Stephen P. Bogdewic, Ph.D.**

*Executive Associate Dean for Faculty Affairs and Professional Development*

**Krystal L. Ardayfio**, *Director, Multicultural Affairs*

**Randy R. Brutkiewicz, Ph.D.**, *Assistant Dean*

**Deborah K. Cowley**, *Director, Academic Administration*

**Mary E. Dankoski, Ph.D.**, *Assistant Dean*

**Jon S. Eynon**, *Web and Instructional Technology Specialist*

**Rita A. Flynn**, *Administrative Specialist, Multicultural Affairs*

**Lia S. Logio, M.D.**, *Assistant Dean*

**Megan M. Palmer, Ph.D.**, *Director of Faculty Development in the Health Professions*

**Marsha A. Quarles**, *Administrative Specialist*

**Sarah J. Reed, NCC**, *Program Manager*

**Lynn H. Wakefield**, *Assistant Director, Academic Administration*



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