

Office of Faculty Affairs
and Professional Development

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

Introduction

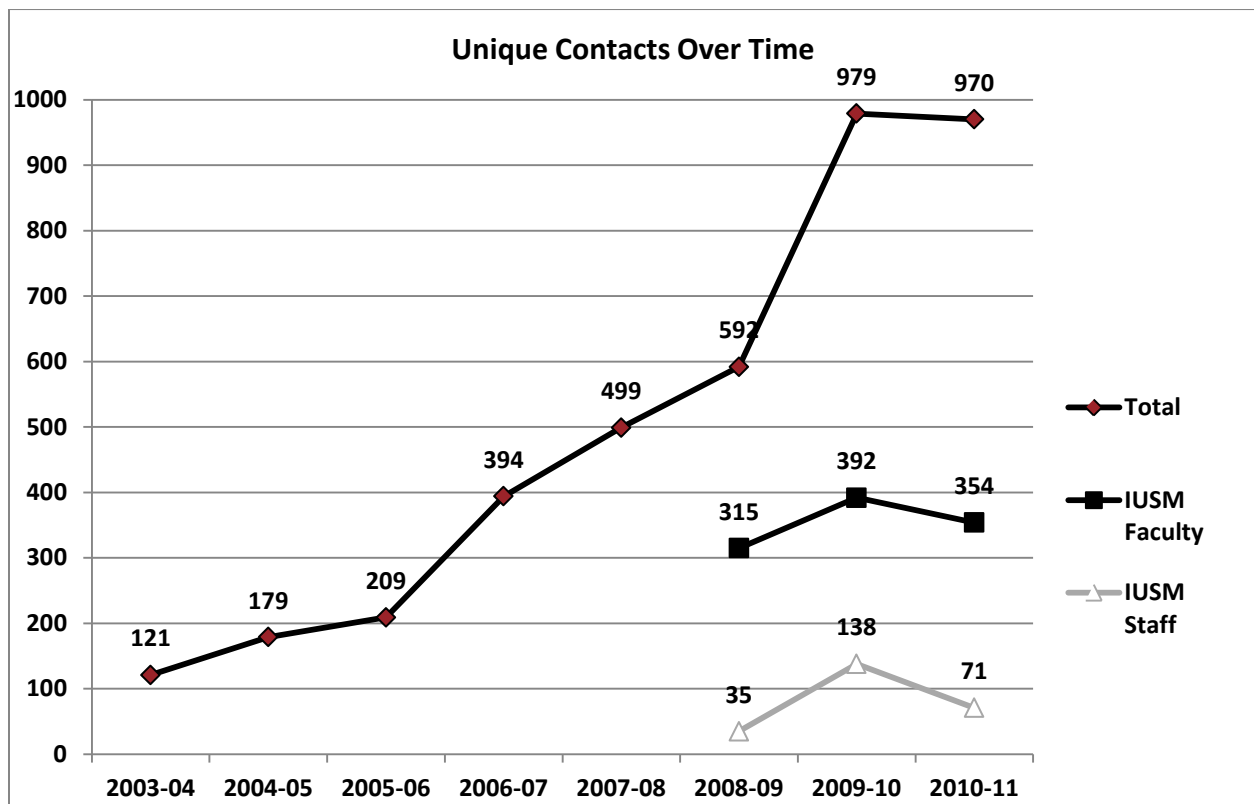
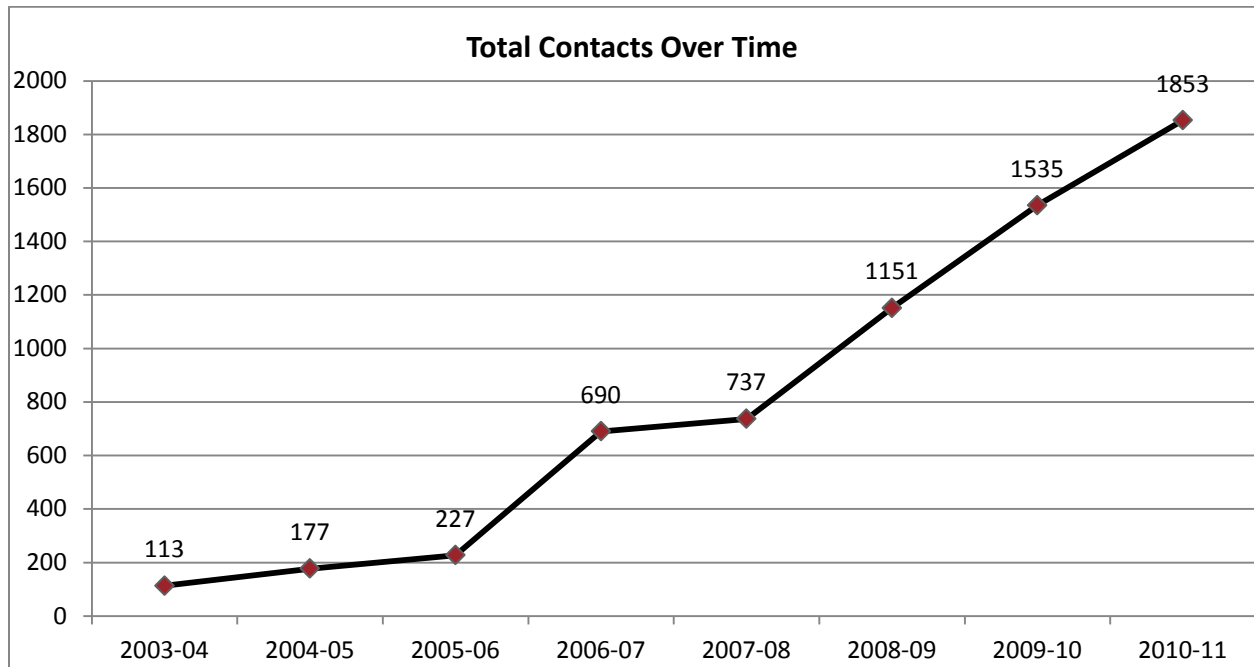
The structure of OFAPD is unique nationally, in that its four components (faculty affairs, faculty development, diversity affairs, and the advancement of women) work in synergistic fashion to help shape the culture of the institution—and *the establishment of a culture of vitality is OFAPD's top objective*. In 2010, the Professional and Organizational Development Network (POD) funded the OFAPD to broaden research on their model of faculty vitality. OFAPD was also honored in 2009 with the Association of American Medical Colleges Women in Medicine and Science Organizational Leadership Award, a prestigious national award given to organizations that achieve progress in the advancement of women in academic medicine and science. Further since 2009 alone, OFAPD faculty have published six articles and delivered thirteen peer-reviewed presentations related to faculty development in the health professions.

While it is difficult to specify the top programs in the country within faculty development in academic medicine, progress in the following areas illustrates how the collective efforts of OFAPD have worked to place it among the top five percent of similar programs in the U.S. To move the office toward becoming *the premier faculty development unit in the country*, OFAPD has developed six strategic goals, based on a comparison of faculty development units at top institutions and AAMC data. We will reach this goal when we:

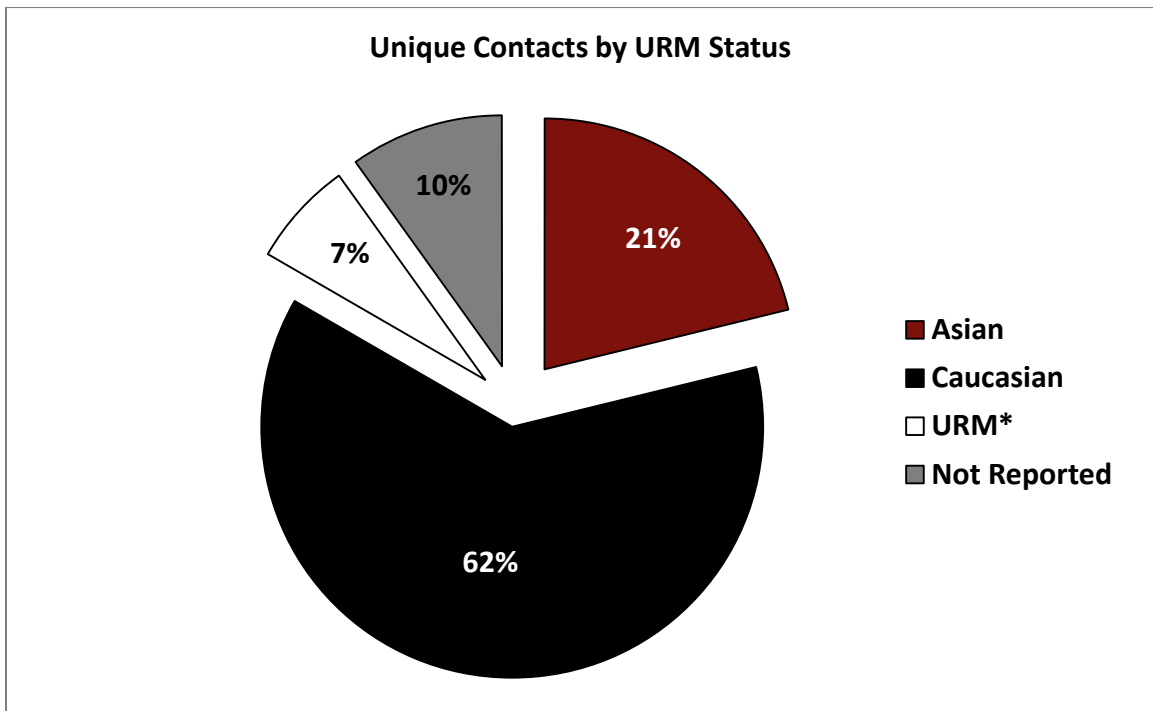
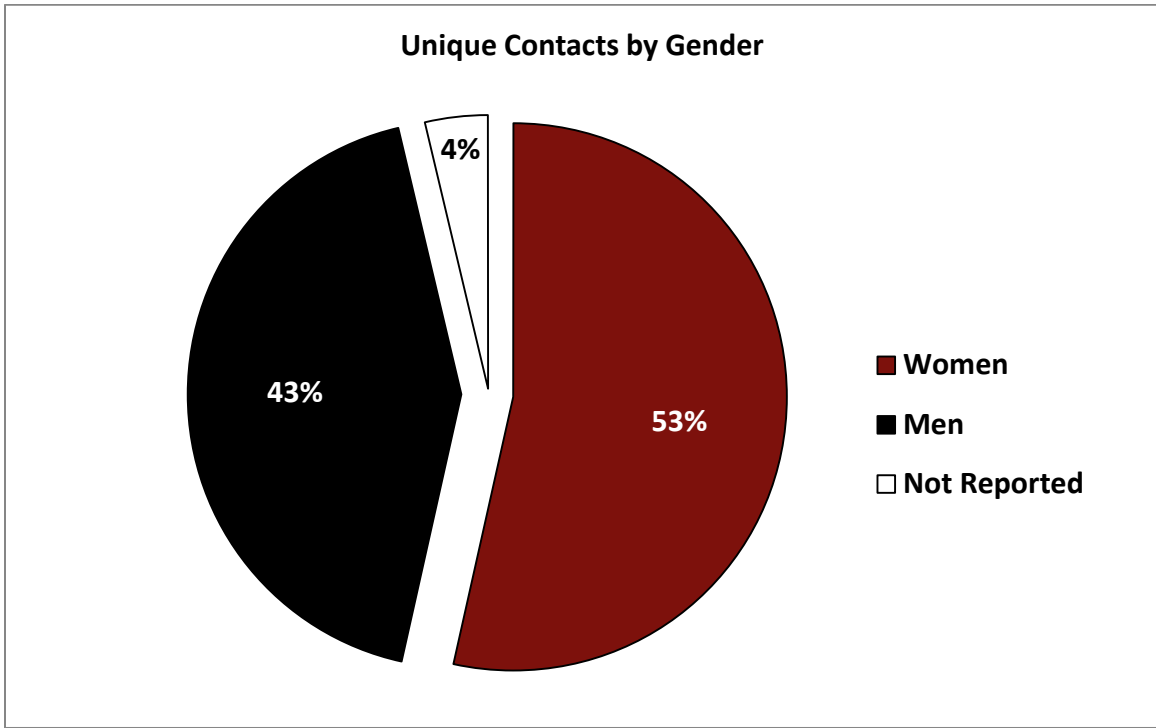
1. Advocate for faculty affairs policies that increase faculty members' success and vitality
2. Have a national reputation as thought-leaders in faculty development
3. Demonstrate a sustainable culture at IUSM that values diversity
4. Contribute regularly to the local, national and international stature of faculty affairs and faculty development
5. Develop resources for faculty development programming through creative external funding opportunities and partnerships
6. Enable faculty to develop competencies needed to excel in their roles as educators, investigators, clinicians, and scholars through a comprehensive curriculum of learning experiences

The following exemplars of our work during 2010 illustrate OFAPD's commitment to growth through engaging in evidence-based faculty development, becoming a center of innovation, and improving academic policy as a way to strengthen faculty vitality.

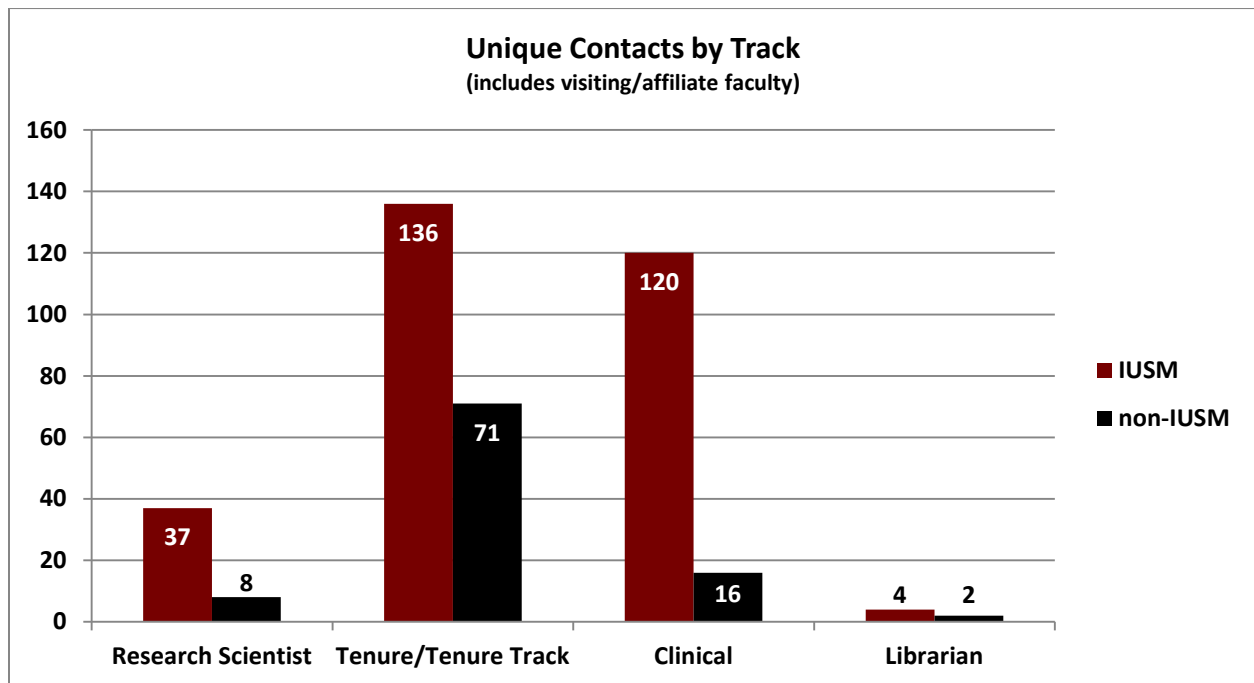
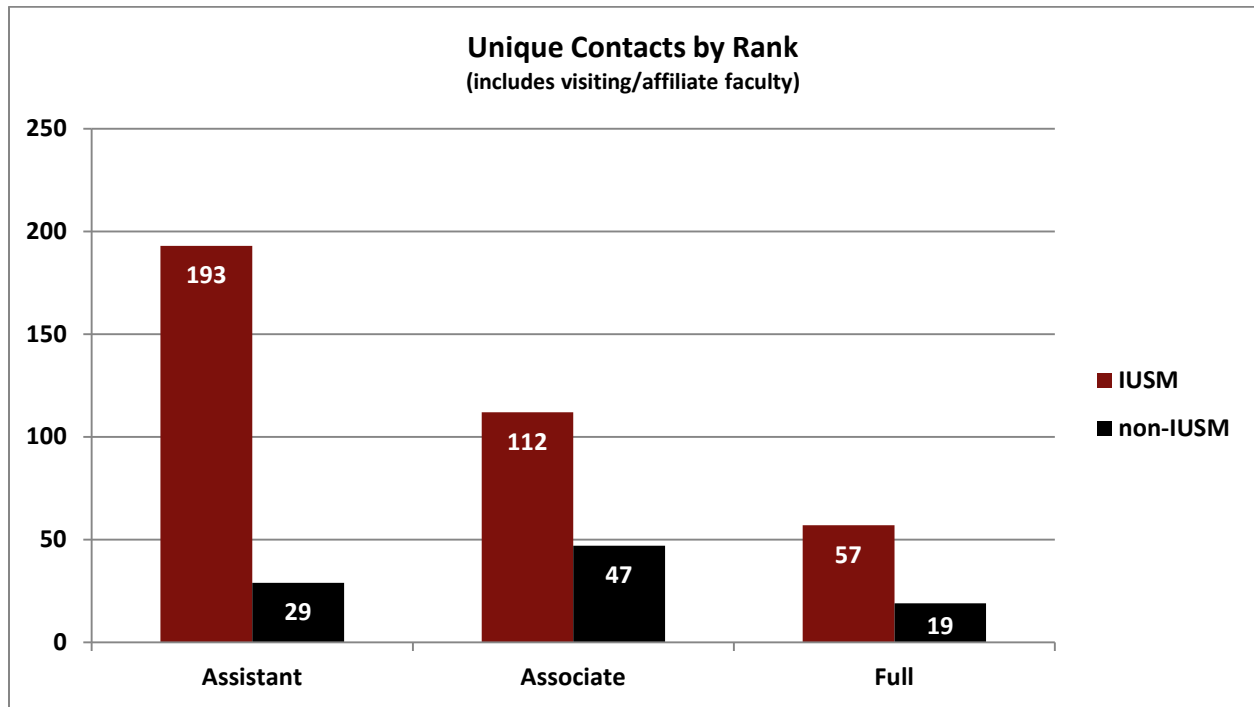
Summary of Contacts Over Time



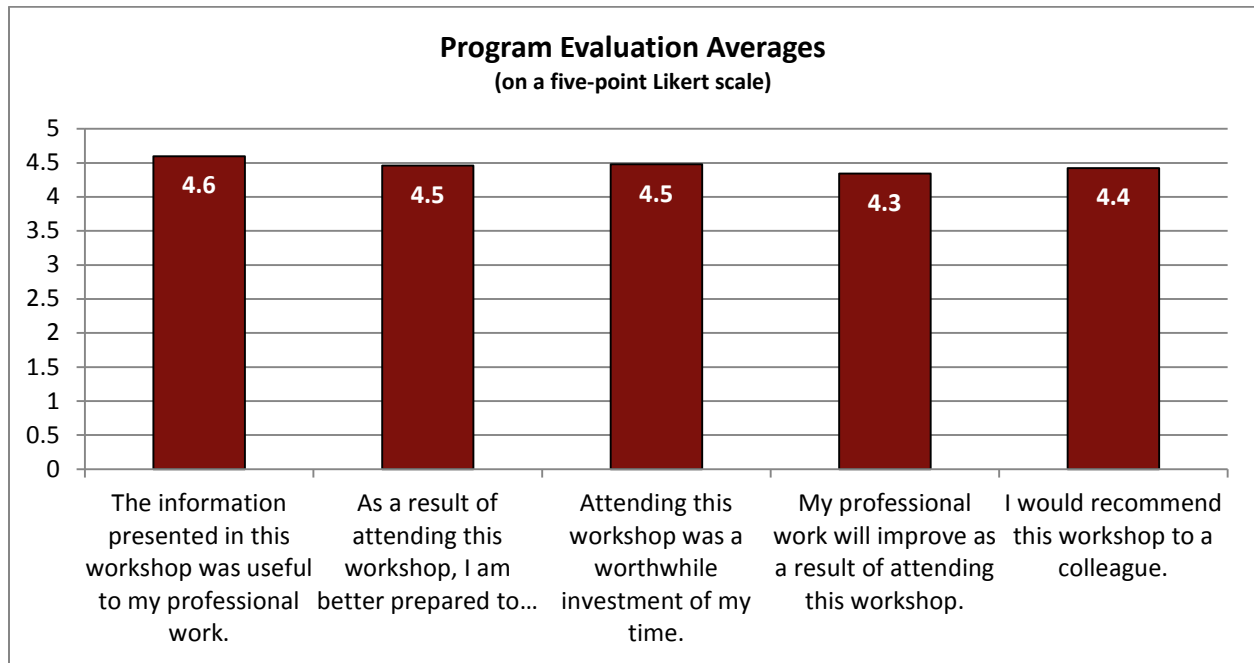
Summary of Contact Demographics 2010-2011



Summary of Contacts by Rank/Track



Summary of Program Data



OFAPD Scholarly Activity by the Numbers

- 8** competitively selected presentations
- 7** poster presentations at national conferences
- 4** book chapters
- 4** published manuscripts
- 4** submitted grants

Goal 1:

Advocate for faculty affairs policies that increase faculty members' success and vitality

OFAPD Program	National Comparison	Impact	Program Area
<p><i>Tenure Clock Extension</i></p> <p>In 2010, OFAPD partnered with the IUSM Faculty Steering Committee to steward institution-wide support of a policy to allow faculty to extend their tenure clocks from seven to nine years. In February of 2011, this policy was approved by the IU Board of Trustees. This policy will go into effect on July 1, 2011.</p>	<p>Of the 24 top schools with a tenure system (ranked by research funding according to the U.S. News and World Report), 21 of them have clocks longer than seven years. <i>This initiative allows IUSM to compete with the top 25 medical schools in the country for recruiting new faculty.</i> Additionally, several institutions are currently considering lengthening their clocks, including among others, the University of Michigan, Ohio State University, Columbia, and the University of Pittsburgh Medical Center (UPMC).</p>	<p>Nearly 90% of all tenured and tenure-track IUSM faculty participated in the referendum. This initiative represents OFAPD's increasingly significant role in the leadership of policies which improve the health and vitality of IUSM faculty, as well as the institution's ability to recruit and retain top talent. IUSM's efforts were cited in the April, 2011 issue of <i>Academic Medicine</i>.¹</p>	<p>Faculty Affairs</p>
<p><i>Faculty Search and Screen Process Improvement Project</i></p> <p>In September of 2010, IU School of Medicine was selected among only five institutions in the country by the AAMC to participate in their Leadership Recruitment Initiative Pilot.² Improvements include: an OFAPD liaison for searches at chair and above, training on unconscious bias for search committees, and a resource toolkit for committee chairs.</p>	<p>Only five institutions in the country are examining the search and screen process at this level. By attending to this process, OFAPD has been able to streamline searches at chair and above, using resources more efficiently and attending more closely to the quality and diversity of the pool.</p>	<p>As a result, <i>this intervention has led to hiring nationally-ranked faculty to key leadership positions within the institution</i>, including Cherri Hobgood as chair of the department of Emergency Medicine. According to Mallon (2008), "When done well, the academic search process can be of great benefit...it can lead to collective learning and can tap the collective intelligence of the organization" (p. 1).³</p>	<p>Faculty Affairs</p>

¹ Bunton, S. A., & Corrice, A. M. (2011, April). Evolving workplace flexibility for U.S. medical school tenure track faculty. *Academic Medicine*. 86(4), 481-485. doi: 10.1097/ACM.0b013e31820ce51d

² American Association of Medical Colleges (AAMC). (2010). Call for participation: Leadership recruitment initiative pilot. Retrieved from: <http://www.leadership-recruitment.org/2010/07/call-for-participation.html>

³ Mallon, W. T. (2008). The search process in academic medicine: Perspectives of executive search consultants. American Association of Medical Colleges (AAMC). Retrieved from: <https://www.aamc.org/download/68688/data/searchconsultants.pdf>

Goal 1 (continued):

Advocate for faculty affairs policies that increase faculty members' success and vitality

OFAPD Program	National Comparison	Impact	Program Area
<p><i>American Council on Education (ACE)/Alfred P. Sloan Foundation Pilot Project on Faculty Career Flexibility</i></p> <p>OFAPD spearheaded IUSM's participation in the ACE/Sloan Foundation pilot project on career flexibility in medical schools across the country. In addition to convening eight faculty focus groups to explore career flexibility, two OFAPD faculty participated in the ACE Invitational Conference in Chicago in September of 2010.</p>	<p><i>IUSM was chosen to participate among only ten academic medical centers.⁴</i></p>	<p>Through this participation, <i>Mary Dankoski, PhD</i> was asked to consult on the ACE's national proposal to the Sloan Foundation to fund creation of a program to push institutional efforts toward implementing structural and cultural changes needed to create more flexible career paths in academic medicine.</p>	<p>Faculty Affairs, Advancement of Women</p>

⁴ American Council on Education (ACE). (2010). *Investigating flexibility for faculty in academic medicine*. Retrieved from: http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/CEL/SloanAwards/Medical_schools.htm

Goal 2:

Have a national reputation as thought-leaders in faculty development

OFAPD Program	Comparison Program	Impact	Program Area
<p><i>National Consulting on Programs for the Advancement of Women</i></p> <p>Mary Dankoski, PhD, Assistant Dean for Faculty Affairs and Professional Development was invited to Rush University in February 2011 to conduct a Stepping Stones of Women in Leadership workshop, consult with their Women’s Advisory Council, and meet with their Dean and Provost.</p>	<p>Rush University is ranked within the top 70 medical colleges in the country.</p>	<p>This is an exemplar of the numerous times within the past academic year in which <i>OFAPD faculty have been asked to consult for a top-ranked institution</i>, illustrating the stature of IUSM OFAPD nationally.</p>	<p>Advancement of Women</p>
<p><i>Participation on the AAMC Group on Faculty Affairs (GFA) Leadership Committee and Conference</i></p> <p>In 2010, Steve Bogdewic, PhD, Executive Associate Dean for Faculty Affairs and Professional Development, served as a Member-at-Large on the GFA Leadership Committee. Additionally, OFAPD faculty gave five posters and presentations at the GFA national convention.</p>	<p>The GFA Leadership Committee is comprised of twelve faculty development professionals at institutions across the country. The GFA included only forty presentations.</p>	<p><i>OFAPD representatives were five of the only 31 speakers at the national GFA conference in 2010.</i> Their presentations and posters were competitively selected.</p>	<p>Faculty Development</p>
<p><i>Hosting the Student National Medical Association (SNMA) national conference</i></p> <p>The Division of Diversity Affairs hosted the 2011 SNMA national conference in Indianapolis. The event was attended by over 1,000 medical students from diverse backgrounds.</p>	<p>While most SNMA conferences have two local hosts, the national office was confident that IUSM would be able to host successfully as the only medical school in Indiana.</p>	<p>The program included a panel presentation highlighting the international work of IUSM faculty and students. <i>Hosting an event of this stature showcases IUSM and its faculty development programs as one of the top in the nation.</i></p>	<p>Diversity Affairs</p>

Goal 2 (continued):

Have a national reputation as thought-leaders in faculty development

OFAPD Program	Comparison Program	Impact	Program Area
<p><i>Finalist for the Professional and Organizational Development Network in Higher Education (POD) Innovation Award</i></p> <p>Megan Palmer, PhD, Assistant Dean for Faculty Affairs and Professional Development worked in collaboration with OFAPD staff Krista Hoffmann-Longtin and Jon Eynon, as well as Nancy Chism, PhD, faculty in the IU School of Education, and Grady Chism, PhD, faculty in the Office of the Vice Chancellor for Research to produce the Peer Review Modules and Form Builder (PFRB). The tool includes a brief introduction to peer review of teaching and a web-based form-builder that allows faculty to customize a review form based on teaching setting, type of feedback, and feedback categories. This online tool was selected as one of five finalists in the POD Network Innovation Award competition.</p>	<p>Previous award winners include faculty development offices at Michigan State University and Carnegie Mellon University. To date, no other medical school faculty development office has been a finalist for this award.</p>	<p><i>This tool has the potential to have long-term impact on teaching development at IUSM. Data can be extracted to review success across teaching skills for institutional or programmatic assessment. Also, implementing this tool can promote an open culture where faculty view peer evaluation as an important process for continuous improvement.</i></p>	<p>Faculty Development</p>

Goal 3:

Demonstrate a sustainable culture at IUSM that values diversity

OFAPD Program	Comparison Program	Impact	Program Area
<p><i>IU Health Leave Policy</i></p> <p>The Women’s Advisory Council successfully supported IU Health in offering a Paid Family Leave Benefit in the upcoming calendar year. When IU Health announced their benefits package last year, it did not include paid family/maternity leave. The Women’s Advisory Council’s subgroup on work life policies, including Mary Dankoski, Sarah Wiehe, Tory Palmer-Smith, and Julie Welch, convened a meeting with IU Health representatives to introduce their concerns and a focus group that included members of IU Health and the Women’s Advisory Council was subsequently formed to study this issue.</p>	<p>The focus group evaluated and compared the IU Health benefits to those of comparable practice plans in order to recommend policy revisions. This work was an extension of the subgroup’s project to evaluate the flexibility of university-based work-life policies in the Big 10 conference. This project had not included practice plan policies because they are not generally publicly available.</p>	<p>Based on this information, a policy for paid maternity leave was drafted. After an involved revision and approval process, <i>this new benefit was approved, thus increasing IU Health’s ability to recruit and retain women physicians and their reputation as supporting a diverse workforce.</i> Further, the Women’s Advisory Council subgroup published the findings of their study in the <i>Journal of Women’s Health</i>.⁵</p>	<p>Faculty Affairs, Advancement of Women</p>
<p><i>Marked Increases in Diverse Faculty Recruitment</i></p> <p>Mary Dankoski, PhD, Assistant Dean for Faculty Affairs and Professional Development and George Rausch, Associate Dean for Diversity Affairs, consult regularly in the search and screen process to recruit women candidates and candidates of color.</p>	<p>In the past year, the number of women faculty at IUSM increased from 318 to 424. During the same time, the number of underrepresented minority (URM) faculty increased from 67 to 79.</p>	<p>Both increases in women and URM faculty at IUSM <i>indicate a commitment to transforming the culture of the institution.</i></p>	<p>Diversity Affairs, Advancement of Women</p>

⁵ Welch, J.L., Wiehe, S.E., Palmer-Smith, V., & Dankoski, M.E. (2001, May). Flexibility in faculty work-life policies at medical schools in the Big Ten conference. *Journal of Women’s Health, 20*(5), 1-8. doi:10.1089/jwh.2010.2553. <http://www.liebertonline.com/doi/abs/10.1089/jwh.2010.2553>

Goal 4:

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

OFAPD Program	Comparison Program	Impact	Program Area
<p><i>Faculty Vitality Project</i></p> <p>Since 2006, OFAPD has been working to develop a survey instrument and theoretical model of faculty vitality in order to address the successes and challenges that faculty face in academic medicine. The instrument includes measures of satisfaction, engagement, and productivity. In 2010, OFAPD received a grant from the Professional and Organizational Development Network in Higher Education (POD) to pilot the study in additional health professions including dentistry, nursing, and health and rehabilitation sciences.</p>	<p>While no other medical school is conducting a study of this scope, the AAMC has developed the Faculty Forward engagement survey in partnership with 23 medical schools. OFAPD is advancing the field of research in faculty satisfaction and vitality by expanding our population to include other health disciplines. Participating institutions include: Indiana University Schools of Dentistry, Nursing, and Health and Rehabilitation Sciences; as well as University of Kentucky School of Dentistry, University of Iowa Colleges of Nursing and Medicine, University of Illinois College of Medicine, Penn State Medical School, and University of Arkansas Medical Sciences.</p>	<p>The results of our internal study have been presented at meetings of the American Association of Medical Colleges (AAMC) Group on Faculty Affairs (GFA) national conference, as well as the Association for the Study of Higher Education (ASHE).</p>	<p>Faculty Affairs, Faculty Development</p>
<p><i>Appreciative Inquiry Project</i></p> <p>OFAPD is leading a project with four academic medical centers across the country to conduct a series of focus groups exploring the positive aspects of faculty life. The purpose of this study is to identify and better understand factors that contribute to excitement, meaning, and reward in faculty work.</p>	<p>In partnership with University of Alabama, University of Arkansas, East Carolina University, University of Iowa, and University of Mississippi, OFAPD is unique in pursuing the study of faculty vitality with this methodology.</p>	<p>In addition to contributing to the national conversation around both appreciative inquiry as a methodology, <i>OFAPD will use the data to encourage colleagues to consider how we can preserve the practices and policies that faculty value most.</i></p>	<p>Faculty Affairs</p>

Goal 5:

Develop resources for faculty development programming through creative external funding opportunities and partnerships

OFAPD Program	Comparison Program	Impact	Program Area
<p><i>Indiana Healthcare Leadership Academy (IHLA) and Enhancing Professionalism program partnership with IU Health</i></p> <p>In 2010, OFAPD further expanded its partnership with IU Health, garnering both fiscal and programmatic support for the IHLA and Enhancing Professionalism program. These programs are designed to identify top performers within both organizations and recognize their work, as well as develop a system-wide approach to managing incivility.</p>	<p>While these types of programs are common at top medical schools such as Vanderbilt University, IU is unique in building these programs in partnership with the hospital system.</p>	<p>Participants in IHLA cite its integration into their work. According to a recent participant, "I will be keeping my leadership notebook close and referring to it often until the skills become second nature. In addition, <i>I will be sharing information with my staff who are also eager to be the best that they can be and to make a difference in the field.</i>" Future work will include impact evaluations of these programs.</p>	<p>Faculty Development, Faculty Affairs</p>
<p><i>NSF STEM WRAMP Proposal and Signature Center on Vitality partnerships with IUPUI</i></p> <p>In 2010, OFAPD faculty submitted two proposals for funding, which included significant partnerships across campus. First, the STEM WRAMP at IUPUI was submitted to the National Science Foundation, and sought support to provide community-building and professional development for women faculty in the STEM disciplines. Second, OFAPD submitted a proposal to establish an IUPUI Signature Center on the Study of Faculty Vitality in the Health Professions with the Schools of Dentistry, Nursing, and Health and Rehabilitation Sciences. The goal of the proposed center is to develop a deep understanding of faculty vitality in the health professions in order to recruit, retain, and advance IU and IUPUI health professions faculty. Both proposals are currently under review.</p>	<p>Funding for these initiatives would put IUSM OFAPD on par with other institutions funded for faculty development programs by NSF, such as ADVANCE grant recipients Michigan State University, Ohio State University, and Rutgers University.</p>	<p>Both of these programs, if funded, will allow OFAPD to build upon its foundation of multi-disciplinary and multi-institutional research. These proposals show OFAPD's <i>commitment to studying the global questions about defining and predicting faculty vitality within and across disciplines and institutions.</i></p>	<p>Faculty Development, Faculty Affairs, Advancement of Women</p>

Goal 6:

Enable faculty to develop competencies needed to excel in their roles as educators, investigators, clinicians, and scholars through a comprehensive curriculum of learning experiences

OFAPD Program	Comparison Program	Impact	Program Area
<p><i>Increase in participants, curriculum revisions, and scholarship of the Leadership in Academic Medicine Program (LAMP)</i></p> <p>Under the leadership of new Assistant Dean Emily Walvoord, MD, OFAPD has increased the size of the LAMP cohort to nearly 50 participants. Designed to identify and develop the skills of IUSM future leaders, we have revised the curriculum to include special sessions for research faculty. The program also includes one-on-one coaching sessions with senior leaders.</p>	<p>University of California San Diego's National Center of Leadership in Academic Medicine⁶ is widely considered a premier program in developing the leadership skills of new faculty members. OFAPD's program changes over the past year bring us closer to becoming a national leader in this area.</p>	<p>In 2010, an extensive program review of LAMP was conducted. Results were overwhelmingly positive. According to a previous LAMP participant, "Because of things learned in this workshop, during my annual review my chair said that I had the most well-thought-out one-year and five-year plans that he had received."</p> <p>Based on the data, revisions were made to this year's LAMP program. As we continue to refine the curriculum, <i>OFAPD is partnering with the Center for Urban and Multicultural Education (CUME) to conduct focus groups and interviews with coaches and LAMP participants to assess the impact of the new coaching component.</i></p>	<p>Faculty Development, Faculty Affairs</p>
<p><i>Research Faculty Development Seminars with George Gopen, PhD and David Morrison, PhD</i></p> <p>For the past three years, OFAPD has been hosting grant writing seminars with George Gopen, PhD, Professor of Rhetoric at Duke University, and David Morrison, PhD, Professor of Microbiology at University of Missouri Kansas City.</p>	<p>Drs. Morrison and Gopen have consulted with hundreds of institutions across the country. OFAPD is committed to supporting faculty in their research by providing these programs annually, with preference given to new full-time faculty.</p>	<p>In collaboration with George Gopen we have written a study of this program that is under review for publication. According to one faculty member who participated in Dr. Gopen's workshop, "My whole career-from grants to papers, and seminars, lectures, and promotion dossiers-relies on clear and concise communication. <i>All aspects of my professional communication have improved because of this workshop.</i>"</p>	<p>Faculty Development</p>

⁶University of California San Diego Health Sciences. (2011). National Center of Leadership in Academic Medicine (NCLAM). Retrieved from: <http://nclam.ucsd.edu/facts.cfm>

Office of Faculty Affairs and Professional Development

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