The Office of Faculty Affairs and Professional Development will continue to stride towards excellence. We believe the faculty are the “heart and soul” of our institution. We are committed to the enhancement, empowerment, and advancement of our faculty. We provide support and resources to faculty to pursue their goals within the missions of research, teaching, and clinical service, and to facilitate career advancement and leadership.
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The JCESOM has a long tradition of supporting professional development successful individual programs and initiatives. It was further endorsed by LCME identifying professional development as the only strength during the probation time.

However, it became clear through strategic planning and LCME report on noncompliance in other areas, we can do considerably more to help institution address effectively the area of noncompliance. In addition, JCESOM can build a more inclusive and welcoming community for faculty across all ranks and disciplines – especially for women and members of minority groups.

Committed to advancing professional development, we convened Multicultural Advisory Council (MAC) chaired by Dr. Wade Douglas and Women in Medicine and Science Council (WIMS), chaired by Dr. Kathy O’Hanlon. Both of the councils began their work by considering overarching questions such as: What are the barriers to recruiting women and minority faculty to JCESOM? What practices, policies, and infrastructures affect how diverse faculty experience the academic environment at JCESOM? How can the faculty, chair, and administrative offices in organizations work together to provide resources to promote a more inclusive academic community for all faculty across ranks and areas? Which faculty development areas need the most attention for junior faculty to thrive in their academic careers at JCESOM?

Common themes that emerged from both the councils after discussion of these questions led to several goals. This report summarizes accomplishments of targeted objectives to meet the goals. However, is not an end in and of its self to accomplish the listed objectives. Our goal is to attract and retain a thriving faculty who will lead biomedical research, passionate educators who provide learner-centered teaching and exceptional care to our patients, and ultimately uphold our shared mission.
1. Faculty Searches: Develop and improve search practices to help broaden recruitment efforts and create a more diverse faculty community.

- Strengthening Search Committees and Expanding the Applicant Pool (The task was led by Dr. Campbell, Office of Diversity)

2. Establish expectations and programs to help new and existing faculty members advance their careers and feel more connected to the JCESOM community.

Accomplished objectives to meet the goals

- *Inaugural Leadership forum: Inspire Engage Learn and Lead*
Career Success comes with Balance & Collaboration; On May 16–17, 2012, women from all phases of their medical and science careers came together for the WIMS Inaugural Leadership Forum, held at Cabell Huntington Board room. The forum was sponsored by the Office of Faculty Affairs and Professional Development at the Marshall University, Joan C. Edwards School of Medicine. The forum offered tips on how to lead, while dealing with daily challenges and negotiating with colleagues proficiently. This balance, which is often difficult to achieve while attempting to follow one’s own career path, was found to be a common thread in this women’s leadership forum.

The women were invited to share experiences and discuss challenges faced while attempting to follow their desired career paths. By combining senior and junior women faculty with medical students and graduate students, an interesting dynamic developed, creating friendships and mentorships that did not previously exist. Medical and scientific training do not cover all the skills needed for career success, and clinical experience and scientific excellence do not necessarily guarantee career satisfaction. Women, especially, continue to face extra challenges in career building. For example, if one finds oneself in a leadership position, there can be challenges when focused on working with a diverse group of professionals. Diversity in age, gender, experience, ethnicity, and even work practices can affect leadership style. These issues, along with other dynamics of the workplace, were covered in this forum.
New Faculty Orientation with Mentor – Matching initiative

New Faculty Orientation was implemented biannually in January and August 2012. Orientation is designed to welcome new faculty to the JCESOM community. This year we enhanced the orientation by inviting faculty with significant professional experience, and who are willing to be peer mentors in navigating early career of incoming faculty at JCESOM.

http://musom.marshall.edu/fdp/documents/7499newfacultyprogram.pdf

Evaluation

http://musom.marshall.edu/fdp/documents/NewFacultyOrientation-Feedback.pdf

Implemented new Annual Faculty Evaluation to match newly revised P and T guidelines.
http://musom.marshall.edu/fdp/documents/Faculty%20Annual%20Evaluation.pdf

Targeted Mentoring Panels

These panels were developed with the vision of our Vice Dean for Research, Dr. Abraham. Out of 6 panels, 3 were successfully completed.
ACE (Academic Citizenship Excellence) faculty development

ACE Curriculum was designed for professional and personal enrichment. For Professional Enrichment 12 live webcast were subscribed from international association of medical science educators. The delivery model offered faculty flexibility with the time, venue and ability to select the session of their choice.

For personal enrichment we offered Implicit Association Test or IAT. It is well known that people don't always 'speak their minds', and it is suspected that people don't always 'know their minds'. Understanding such divergences is important. IAT method demonstrates our conscious-unconscious divergences.

http://musom.marshall.edu/fdp/ace.asp

Faculty Rewards and Recognition Event

On May 15th, the Inaugural Faculty Rewards and Recognition event was organized. The event was designed to recognize and thank faculty for their tremendous efforts and contributions in bringing success to the Joan C. Edward School of Medicine. The event also included Dean's Award for Excellence, where Dean Shapiro recognized outstanding faculty contributions in the core mission areas of Education, Research, and Clinical Care.

http://musom.marshall.edu/fdp/documents/2013%20Faculty%20Awards%20Program.pdf

http://musom.marshall.edu/fdp/documents/2013%20Faculty%20Awards.pdf
3. Develop a thoughtful and expansive communications outreach effort to promote the values, goals, and programs of faculty development and diversity.

Accomplished objectives to meet the goals

- **ELITE**
  
  As the number of educational opportunities increase among the school of Medicine and school of Pharmacy, and as our faculty evolves to one that is more scholarly and inquisitive. In order to our faculty better, A monthly e-calendar outlining a schedule of all upcoming CME/Grand Rounds/M&M conferences, and other learning opportunities, throughout the School of Medicine and School of Pharmacy was implemented.
  

- **PEN**
  

- **Leadership Directory**
  
  [http://musom.marshall.edu/fdp/mentoring/documents/MentoringGuide.pdf](http://musom.marshall.edu/fdp/mentoring/documents/MentoringGuide.pdf)

- **Mentoring guide**
  
  [http://musom.marshall.edu/fdp/mentoring/](http://musom.marshall.edu/fdp/mentoring/)

- **Centralized website**
  
  [http://musom.marshall.edu/fdp/](http://musom.marshall.edu/fdp/)
**Professional Development**

**Professional and Institutional Enhancement Seminar (PIES)**

The primary goal of PIES is to foster and sustain a collegial community of lifelong learners capable of meeting the present and future challenges of academic medicine.

The following table represents the professional developments activities with learning objectives and session evaluations. These sessions were targeted to address the LCME citations ED-5, IS-16 and FA-5.

[http://musom.marshall.edu/fdp/documents/PIES/Professional%20Development%20Activities.pdf](http://musom.marshall.edu/fdp/documents/PIES/Professional%20Development%20Activities.pdf)
Streamlining the Faculty Promotion Process

Accomplished objectives to meet the goals

- Establishment of JCESOM Faculty Council
  The Office of Faculty Affairs received its first assignment from Dean Shapiro to establish the inaugural Faculty Council.
  [http://musom.marshall.edu/fdp/documents/FacultyCouncilSurveyResults.pdf](http://musom.marshall.edu/fdp/documents/FacultyCouncilSurveyResults.pdf)

- Under the leadership of the Faculty Council Chair, Dr. Sona Shah, the revised Promotion and Tenure guidelines were approved by Faculty Council.
  [http://musom.marshall.edu/fdp/council.asp](http://musom.marshall.edu/fdp/council.asp)

- The revised Promotion and Tenure guidelines were approved by the faculty in February 2013.
  [http://musom.marshall.edu/faculty-staff/documents/PTREGS.pdf](http://musom.marshall.edu/faculty-staff/documents/PTREGS.pdf)

- Promotion and Tenure review process – streamlined by the creation of a SharePoint site to view all materials electronically.
In April 2013, the Needs Assessment Survey was sent to the entire faculty. The results can be found at the following website: http://musom.marshall.edu/fdp/documents/PIES_2013NeedsAssessmentResult.pdf
DARSHANA SHAH, PHD
ASSOCIATE DEAN, OFFICE OF
FACULTY AFFAIRS

CARRIE ROCKEL, BA
ADMINISTRATIVE ASSISTANT

Tel 304-691-8639
shah@marshall.edu

Tel 304-691-8638
Rockel6@marshall.edu

Office of Faculty Affairs & Professional Development
Marshall University, Joan C. Edwards School of Medicine
Tel 304-691-8639