

MINUTES
427th MEETING OF THE FACULTY SENATE
3:00 pm, Wednesday, February 19, 2014
MRB 181

PRESENT: Drs. Ahn, Ahuja, Bivalacqua, Bunz, Carroll, Chanmugam, Crino, Dlhosh, Gee, Gonzalez-Fernandez, Gottesman, Heitmiller, Herman, Ishii, Kumar, Lacour, Li, Macura, Matunis, McCormick, Pluznick, Solomon, Sperati, Taverna, Tufaro, Urban, Williams, Zachara

Mmes:

Mssrs:

ABSENT: Drs. Barone, Daoud, Emmett, Keefer, Mooney, Poynton, Puttgen, Shepard, Shuler, Srikumaran, Swartz, Wade, Wolfgang

Mmes:

Mssrs: Halls, Huddle, Johnson, Mandell, Putts, Rini, Tanner

REGULAR GUESTS: Drs. Fivush, Skarupski, Smith

Mmes:

Mssrs:

GUESTS: Susan Franklin, Dana Moore, Linell Smith

- **Approval of the minutes**

The minutes of the 426th meeting of the Faculty Senate of January 23, 2014, were presented. A motion was made, seconded and Minutes were approved as distributed.

- **Announcements and comments from Chair Dr. Crino**

- Martha A. Zeiger, MD, FACS, FACE, Professor of Surgery, Oncology, Cellular and Molecular Medicine has been appointed as the new Associate Dean of Postdoctoral Affairs.
- The United Way campaign met its target.
- The SOM campaign is half-way to its goal at the half-way point.
- Thanks to Ms. Julie Simon for serving as the secretary for Faculty Senate – she is no longer with the Office of Faculty Development (OFD).
- The inaugural faculty mixer was a success; approximately 85 faculty and leaders attended. We would like to host mixers 3 times/year (e.g., spring, fall, winter).
- Estelle Gauda, MD, Professor of Pediatrics has been appointed as the new Senior Associate Dean for Faculty Development in the Office of Faculty Development (OFD). Dr. Gauda will be stepping-down as the chair of the APPC committee (Andy Lee will chair, Nauder Farady will continue as Vice Chair).

- **Dr. Estelle Gauda, Chair of the Associate Professor and Promotions Committee (APPC)** was introduced and presented the: “Impact of the Web-based nomination manager on the promotions process to associate professor – an update.” Dr. Gauda highlighted the following (See page 3-11 below for PPT):

- Faculty can find the site simply by googling “Nomination Manager” – it’s the first hit.
- Updates were made to the site in July – changes were made to provide for faculty who were already coming to Hopkins as an Associate Professor and needed to be formally promoted to the Associate level here at Hopkins.
- The typical period for a package to be under review is 4-6 months (3 = mode).
- Reviewers may write a promotion letter in the traditional manner or may choose to use the Nomination Manager form (promotion candidates are asked to provide a list of 14 names, and ~10 are solicited as reviewers).
- On average, faculty promoted to Associate Professor have 2 publications per year (1 as first-author and 1 as collaborator)

Note: Dr. Crino noted that the OFD calendar shows that Drs. Gauda and McArthur will be giving their “Promotion at Hopkins: Principles and Process” at the Bayview campus on April 16th (4:-30-6PM). Dr. Skarupski noted that the January promotion session was recorded and is archived on the OFD website.

Note: Dr. Chanmugam noted that there is a Clinical Excellence Committee that has been charged to explore an expert clinician promotion pathway. A survey is being prepared for imminent dissemination.

- **Dr. Barbara Fivush, Associate Dean of Women; Chairperson, Committee on the Status of Women**, was introduced to present a summary of “Women in Leadership Roles: Strategic Plan Metrics.” One of the pillars of the School of Medicine’s (SOM) strategic plan is people and 2 of metrics related to gender diversity include: (1) increasing the percentage of women in the 2nd level of top leadership to 20% in the SOM, and (2) increasing the percentage of women in the top-tier of leadership to 30% in the SOM. In the SOM, women are over-represented at the Assistant Dean level (and most at this level are not faculty), compared to the Associate Dean and Vice Dean levels. Women are under-represented at the Section/Division Director and Department Director levels. (See page 12-21 below for PPT)

- **Ms. Dana Moore** was introduced to share information about the Joint Commission Survey (JCS) that was conducted September 23-27, 2013. We had 27 RFIs (requirement for improvement), which was reduced after clarifications to 14. Some important issues include: NOT unchecking boxes for allergies, being mindful if there are NO allergies, unattended patients, and insufficient policies for suicide risk.
- **Ms. Susan Franklin** was introduced to share information about the Centers for Medicare and Medicaid Services (CMS) survey. In September, 2013, there was a sentinel event. Ms. Franklin described the process that follows such an event, namely: a) we report the event; b) unannounced CMS survey; c) status change, d) report to the Trustees, e) corrective action plan submitted within 10 days, f) revisit survey. Susan showed the 23 conditions of participation (CoPs) to receive CMS payments and reviewed the changes that were made after the sentinel event (e.g., policy revisions, job description change for the CCTs, bar-coding, weekly committee meetings, and survey/audit tools for gap analysis).
- **Discussion:** The faculty senate representatives discussed the issue of external funding of GME training programs (policy presented by Julia McMillan at the January meeting). Concerns included taking key cases away from other trainees, residents, and clinical fellows, diluting the Hopkins brand, enforcement of the policy, transparency of where the money goes, implications for ACGME funding requirements. The senate representatives agreed to ask Drs. Ziegelstein and McMillan for further clarification and continue discussion at a subsequent faculty senate meeting.

With there being no further business Dr. Crino thanked everyone for coming and adjourned the meeting at 5:10PM

Respectfully submitted,
Kimberly A. Skarupski, PhD, MPH
Recording Secretary

APPC Committee members Academic Year 2013-2014

Estelle Gauda, M.D., Pediatrics and Chair -- 2006-2014

Mary Armanios, M.D., *Oncology*

Michael Barone, M.D., *Pediatrics*

Malcolm Brock, M.D., *Surgery*

Susan Dorman, M.D., *Medicine*

John Eng, M.D., *Radiology*

Nauder Faraday, M.D., *Anesthesiology* , **Vice Chair**

Eric Howell, M.D., *Medicine*

Daniel Judge, M.D., *Medicine*

Alex Kolodkin, Ph.D., *Neuroscience*

Mollie Meffert, M.D., Ph.D., *Biological Chemistry*

Carlos Pardo, M.D., *Neurology*

Daniel Raben, Ph.D., *Biological Chemistry*

David Loeb, M.D., Oncology

W. Andrew Lee, M.D. – Chair 3/1/2014-- Director of Plastics and Reconstructive Surgery

NOMINATION MANAGER

Online tool to help you Navigate the Promotions Process

And assist the Promotions committee to organize the work flow

ALLOWED FACULTY TO SELECT THEIR CAREER PATHWAY - ONE STOP SHOP!



Welcome to the Associate Professor Promotions Committee Nomination Manager

Dear Candidate:

In order to assist the Associate Professor Promotions Committee (APPC) in processing your nomination, we are requesting that you provide the materials outlined by this on-line Nomination Manager in order that the APPC can more efficiently and effectively process your nomination.

In addition to providing a CV that you will upload, this manager has been organized to allow you to emphasize certain important aspects of your contributions to: research/education/clinical distinction/program building, innovations and quality improvement that might not be completely captured from your CV. This information will further help the committee in assessing your scholarly activities and your contributions to the field.


The criteria for promotion to Associate Professor in the area of research, education, clinical distinction, program building and innovations will be outlined in each of the categories as you complete the questionnaire. For a complete overview of the criteria, please refer to the [APPC website](#), the [Silver Book](#) and [Gold Book](#), how to [properly format](#) your CV for academic appointment, [FAQs](#), and the [Faculty Development website](#).

User Login

Please input your login information below to open your application.


User Name:

Password:

 [Forgot your User Name or Password?](#)

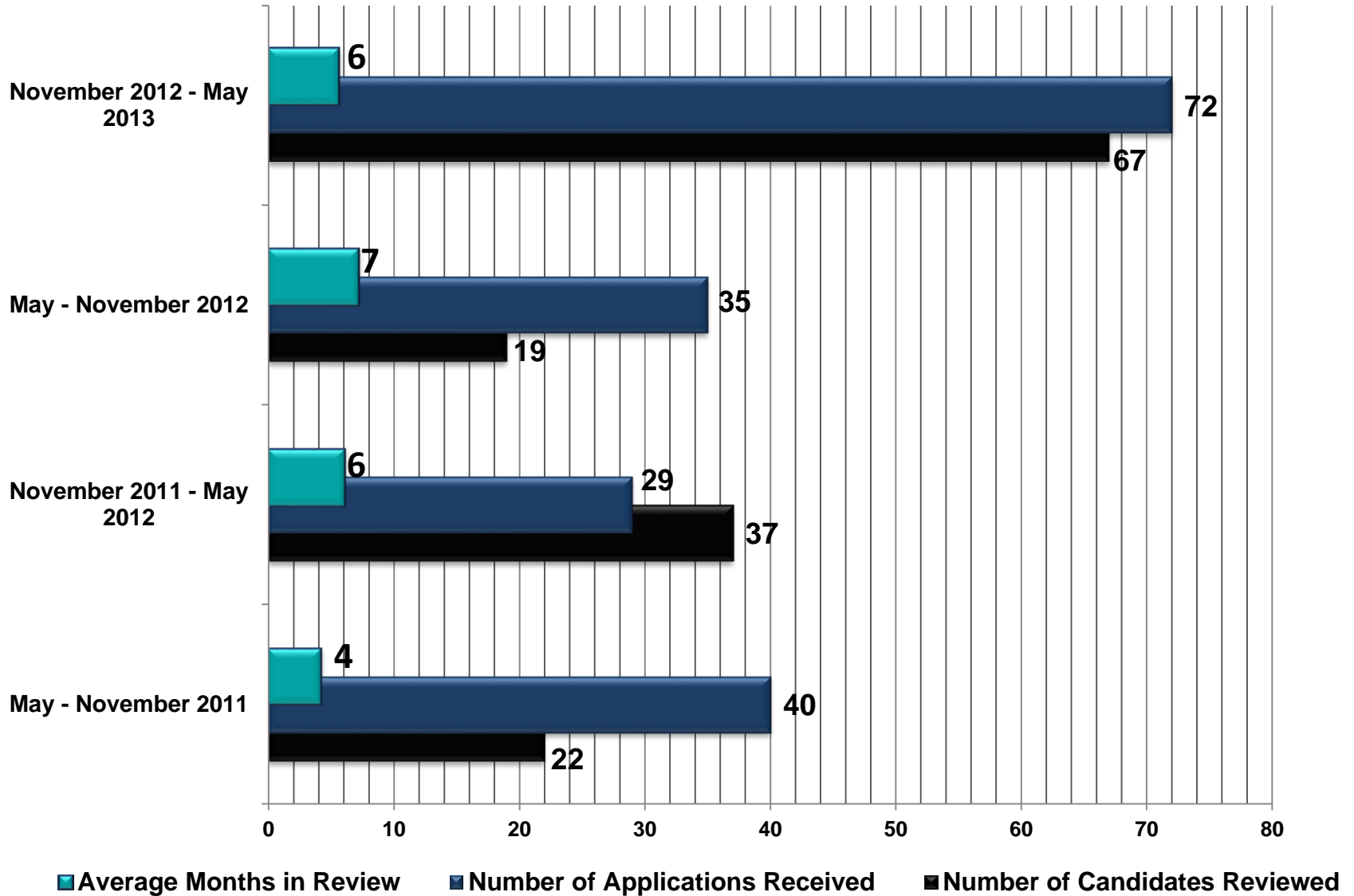
Create Account

If you are new to our application and do not already have a User Name, please click on the button below to register for a new account.

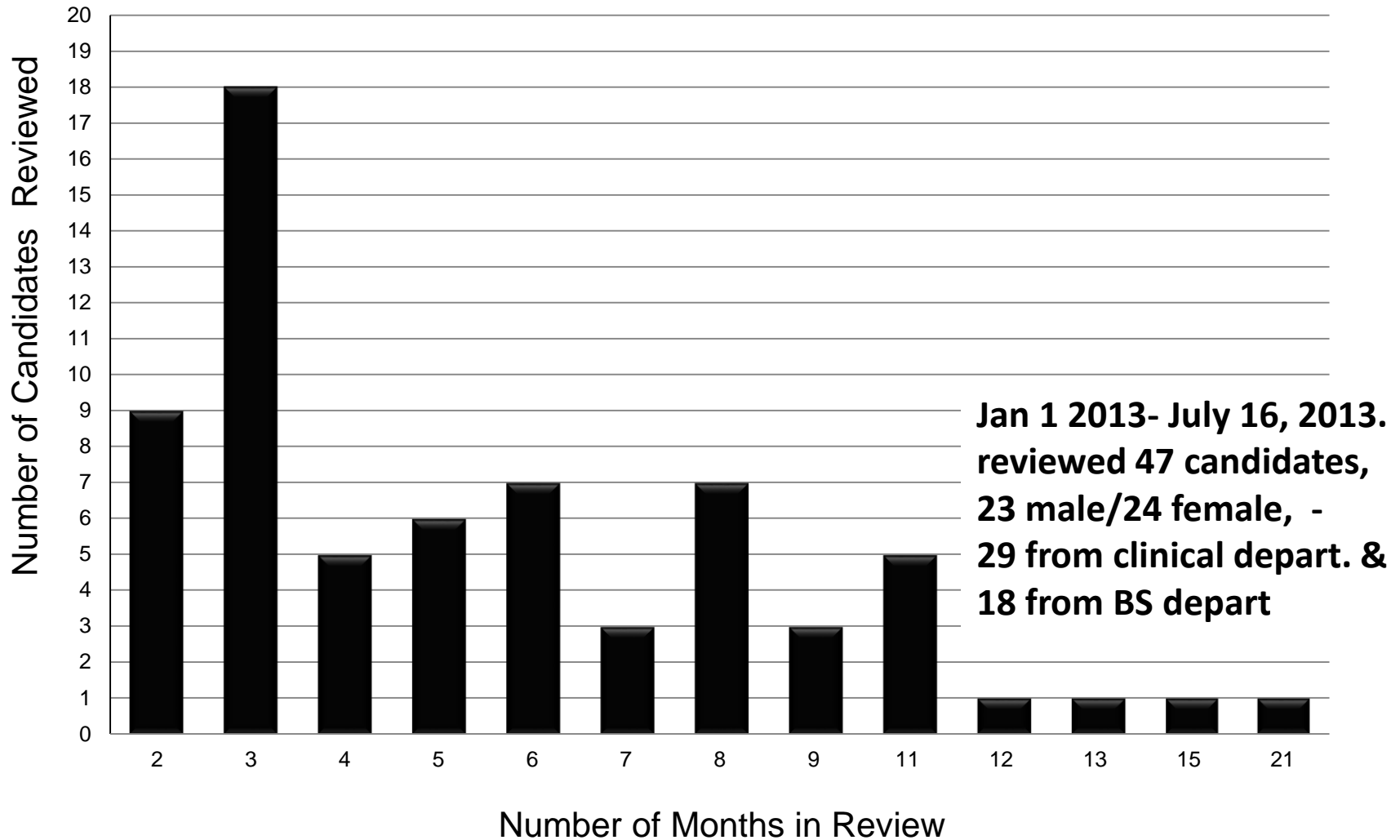
 [Technical Support](#)

– Google: APPC Nomination Manager

Associate Professor Promotions Committee Historical Turnaround Rate



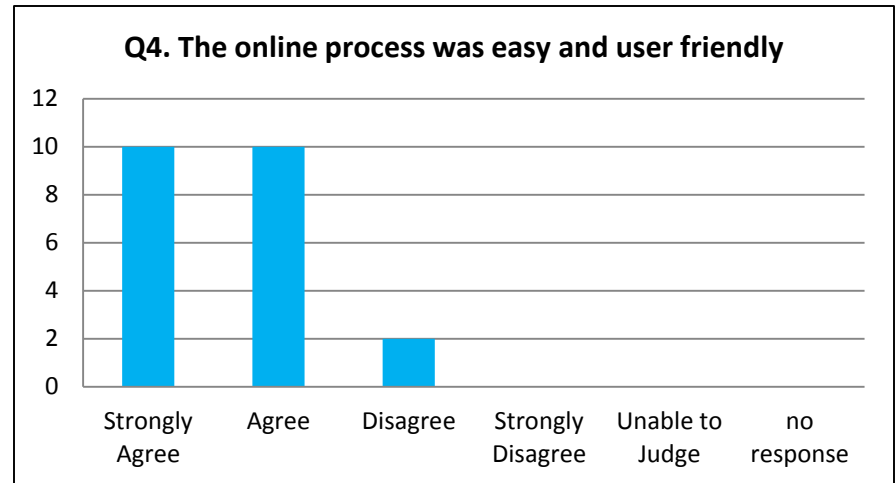
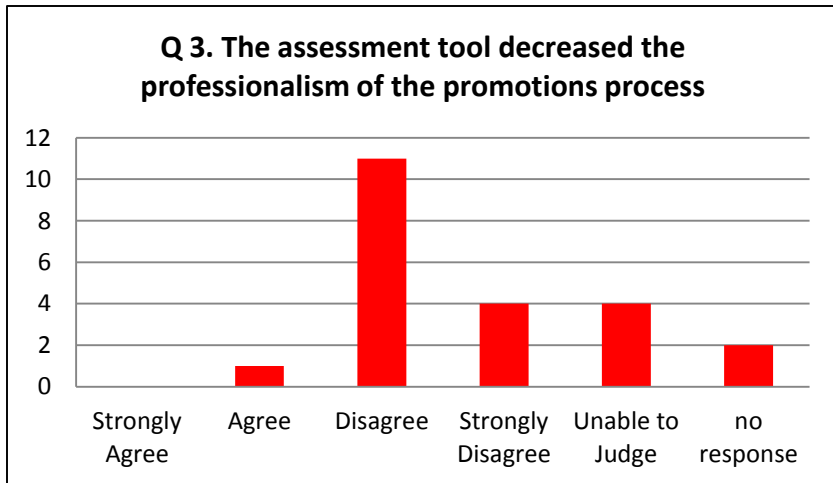
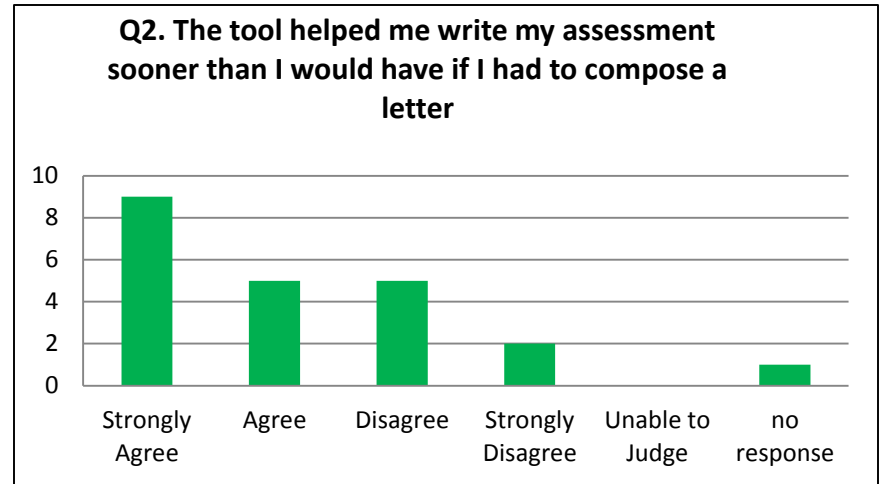
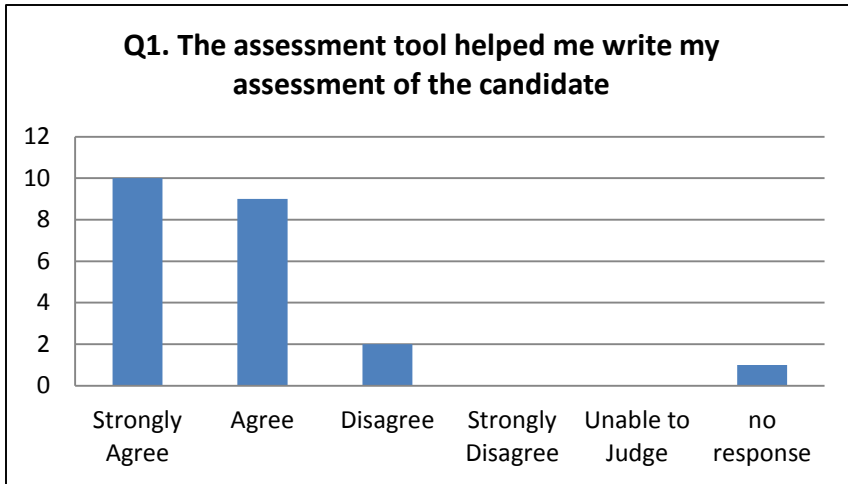
Work Flow
Associate Professor Promotions Committee
Number of Candidates Reviewed
From Nov 2012- May 2013



GO TO WEBSITE

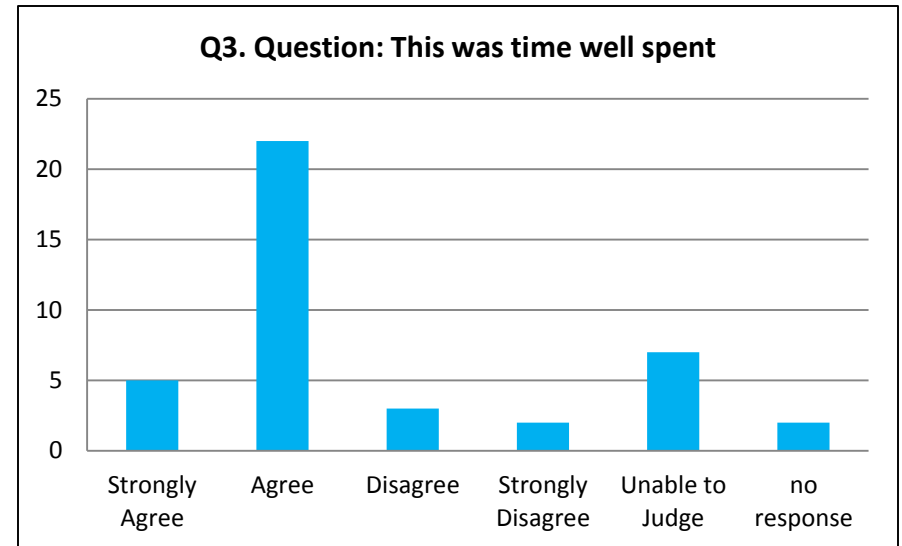
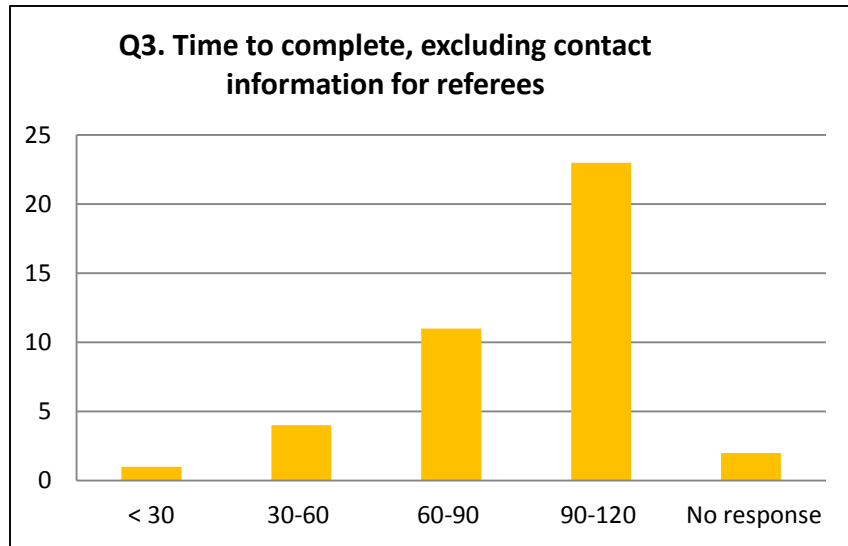
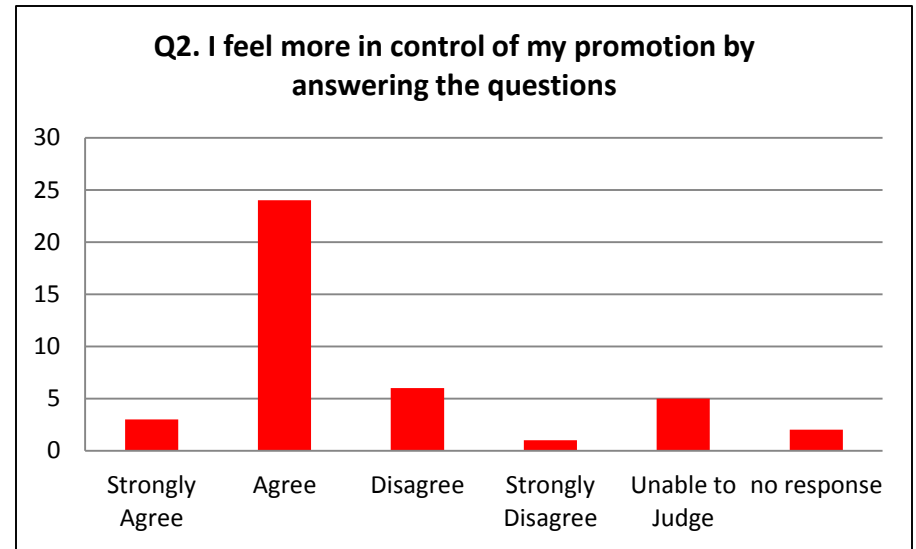
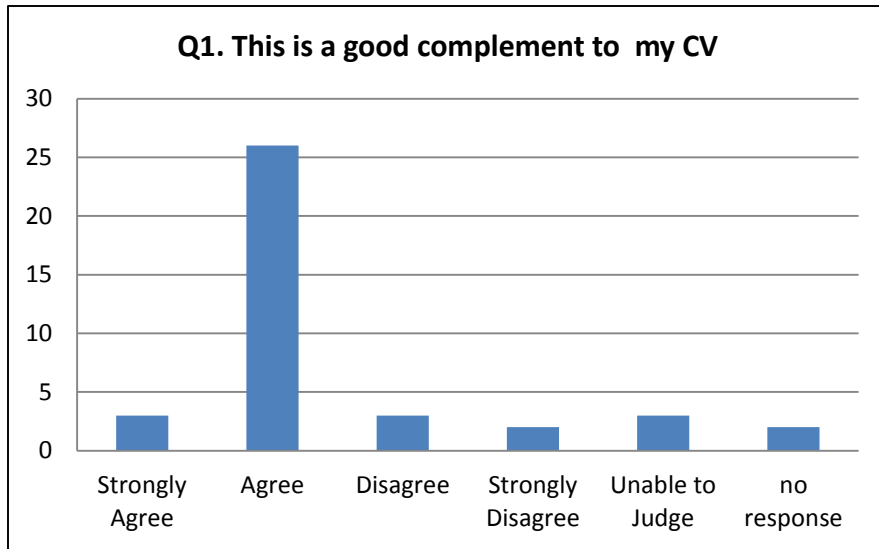
GOOGLE

Feedback responses from a random sample of 22 referees who used the assessment tool to provide assessment of candidate

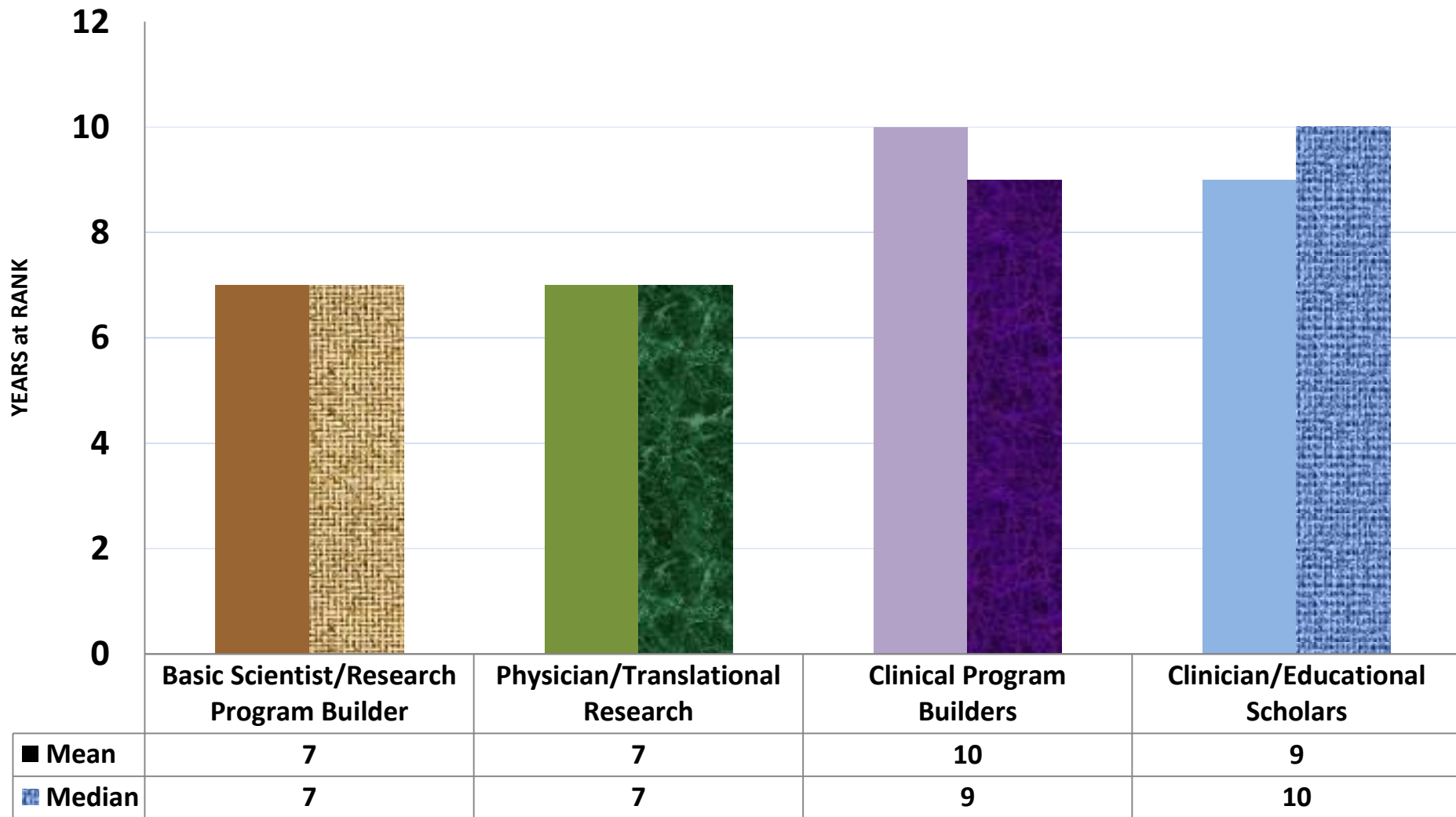


5 different candidates – total of 40 referees of which 50% used the assessment tool vs letter (the remainder used the system to up load a letter)

Feedback Response from 47 faculty who completed NM 2/28/2013-7/10/2013



Years at Rank / Career Emphasis

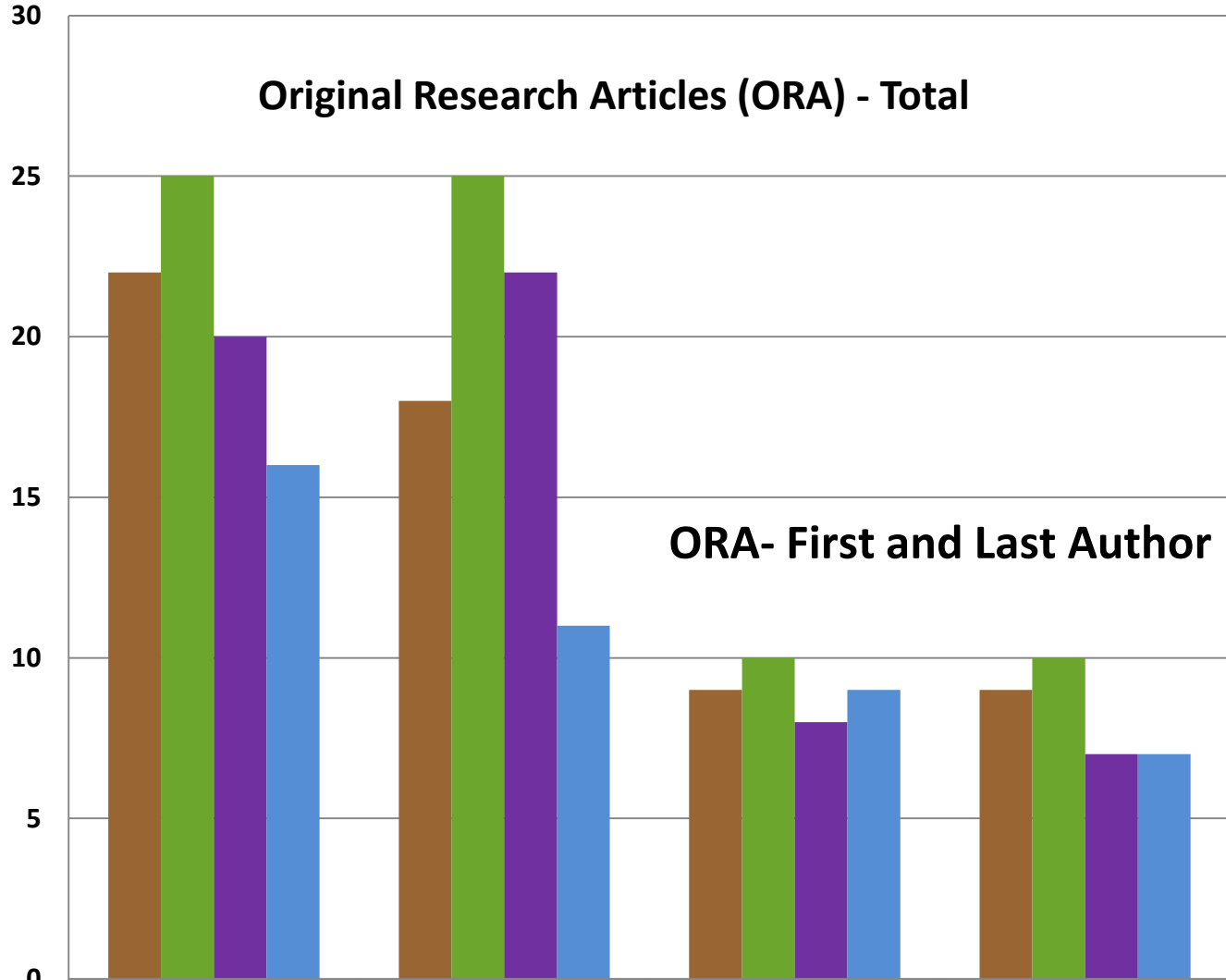


Range	3-14	4-15	5-17	5-15
%Promoted	82% (34/41)	89% (34/38)	91% (11/12)	75% (12/16)

Original Research Publications at Rank

On average - as an Assistant professor faculty are publishing 2 original research publications/year

1 as co-author and 1 as Lead or senior author



	Mean	Median	Mean	Median
Basic Scientist/Research Program Builder	22	18	9	9
Physician/Translational Research	25	25	10	10
Clinical Program Builders	20	22	8	7
Clinician/Educational Scholars	16	11	9	7

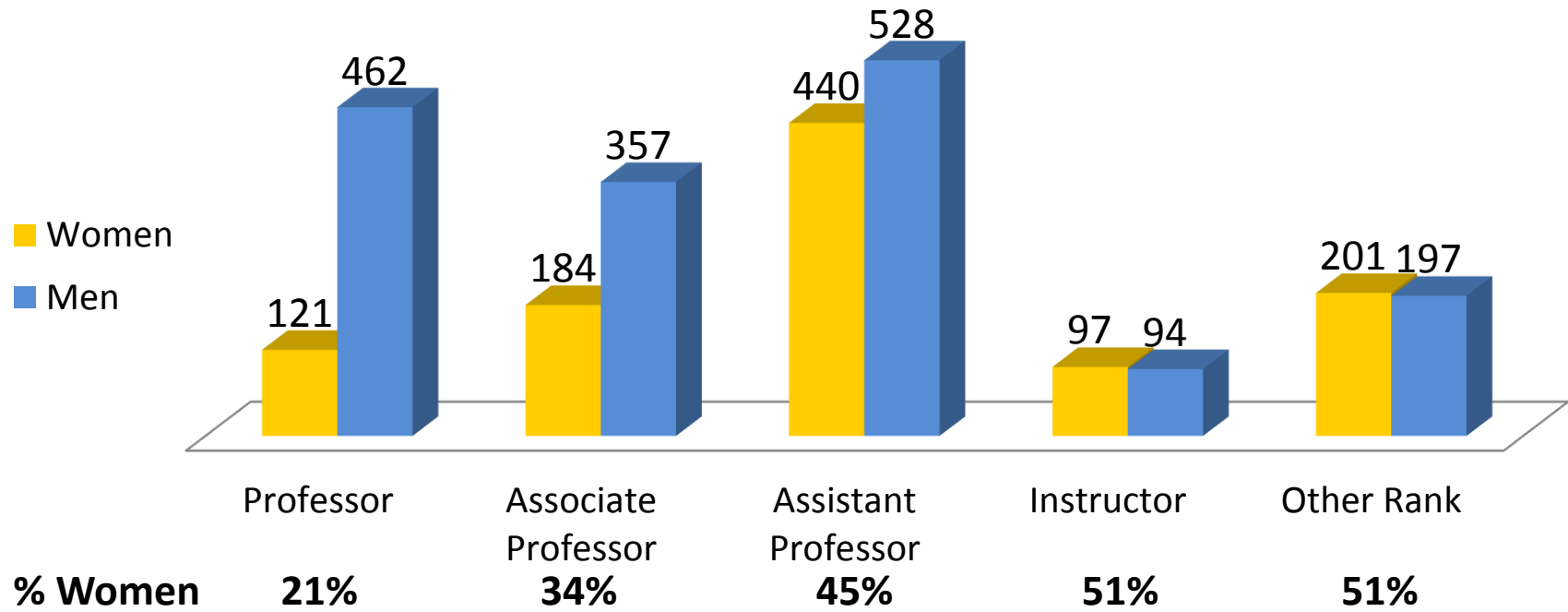
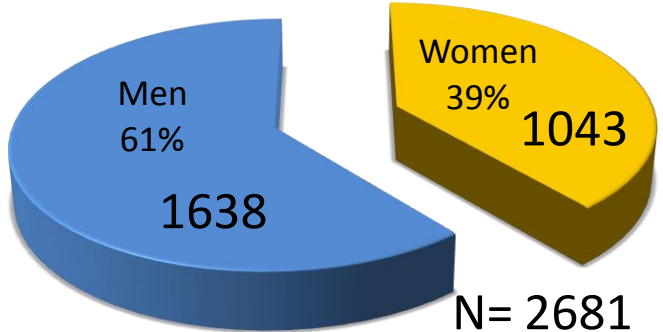
Office of Women in Science and Medicine

“Women in Leadership Roles: Strategic Plan Metrics”

Barbara Fivush
Associate Dean of Women

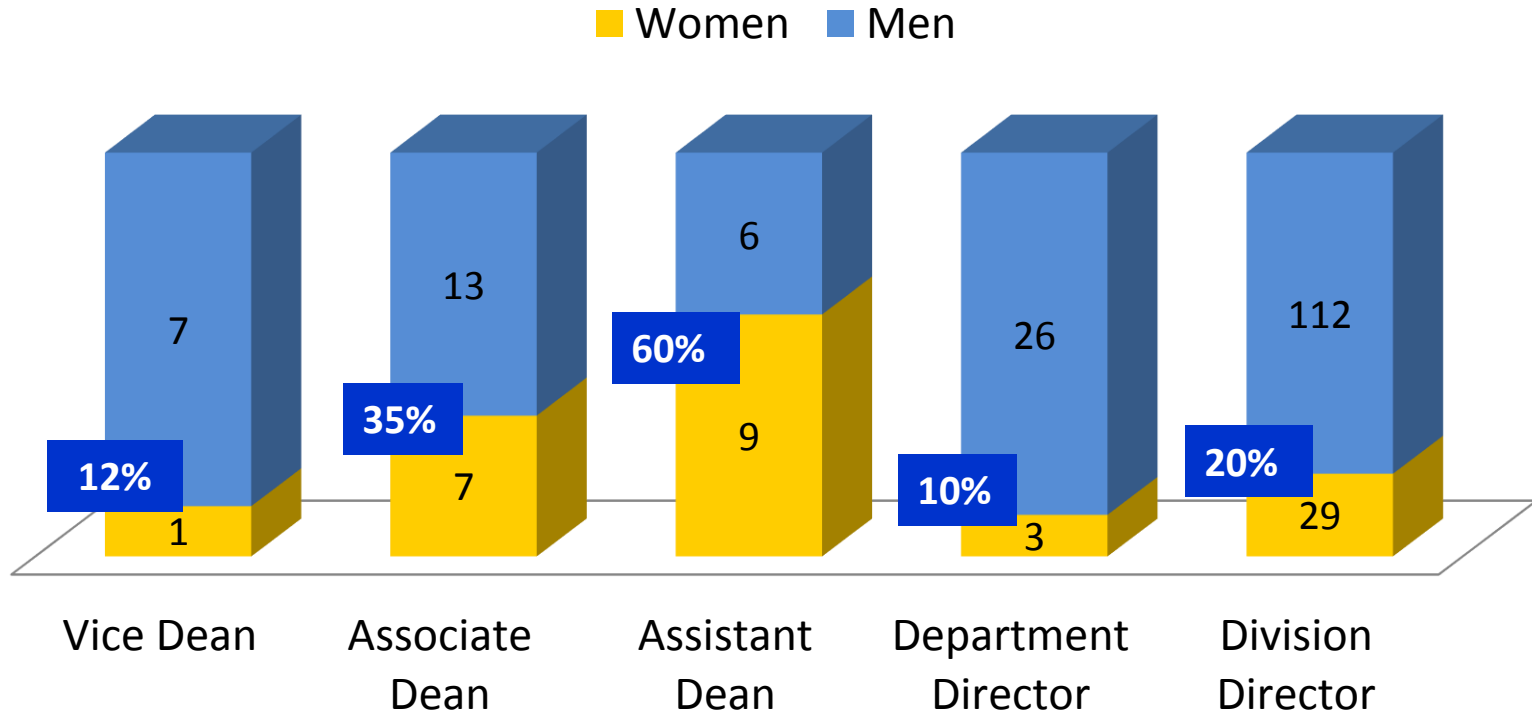
Full-time Faculty 6/30/13

Gender and Academic Rank



•Women are disproportionately represented at the rank of Assistant Professor and Instructor

Number and % of SOM Vice Deans, Associate Deans, Assistant Deans, Division Directors and Department Directors as of 6/30/13 by Gender



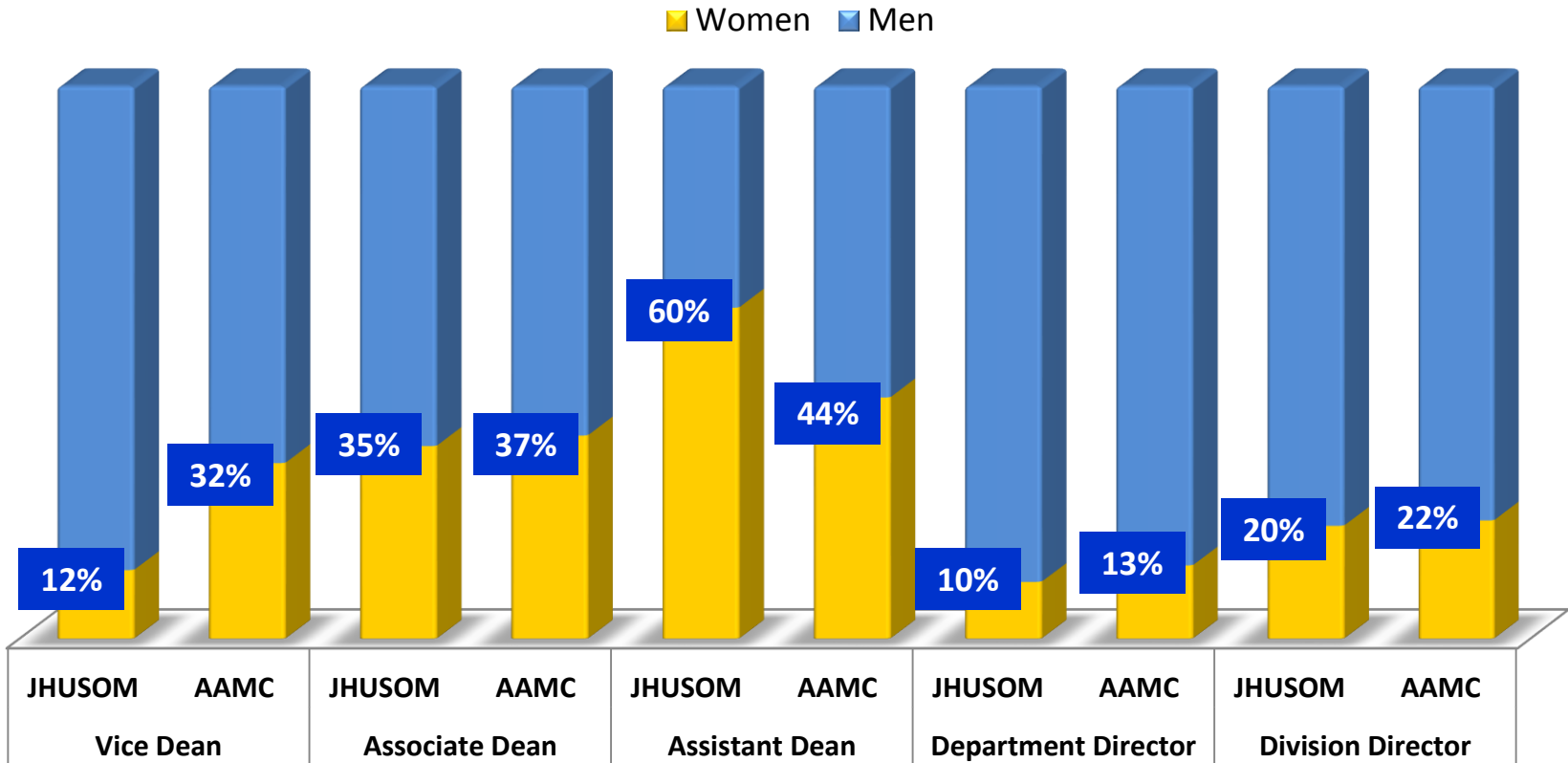
- For this analysis, only Clinical and Basic Science Department Directors were included.
- Women are disproportionately represented and are not found as often in the Vice Dean, Division Director and Department Director roles, but highly represented at the Assistant Dean level

•8/15 (53%) of the Assistant Deans are not faculty members; Of these 8, 6 are women



JHSOM vs. AAMC

How We Compare to National Data



- For JHSOM, only Clinical and Basic Science Department Directors were included as of 6/30/13
- For AAMC, only Clinical and Basic Science Department Directors were included - data was collected from the AAMC Report -Women in U.S. Academic Medicine and Science: Statistics and Benchmarking Report 2011-2012
- JHSOM notably lags behind AAMC data at the highest level of leadership roles - Vice Dean and Department Director

JHM Strategic Priorities

**MISSION,
VISION
&
VALUES**





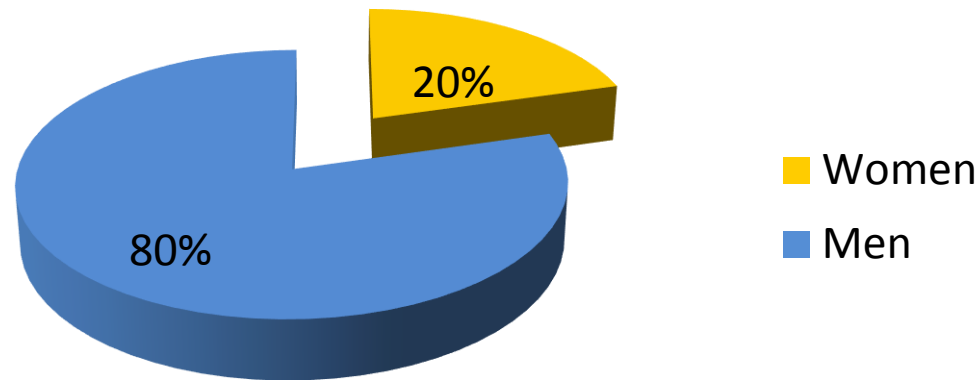
Strategic Plan

Attract, Engage, Retain and Develop the World's Best People

FY14 Metrics:

Increase the percentage of women in second level of top leadership to 20% for SOM

Second Level Tier



- **Second Level Tier Leadership positions include Division Director**



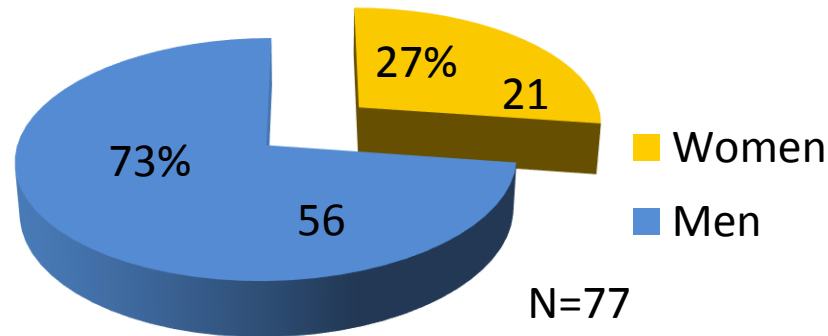
Strategic Plan

Attract, Engage, Retain and Develop the World's Best People

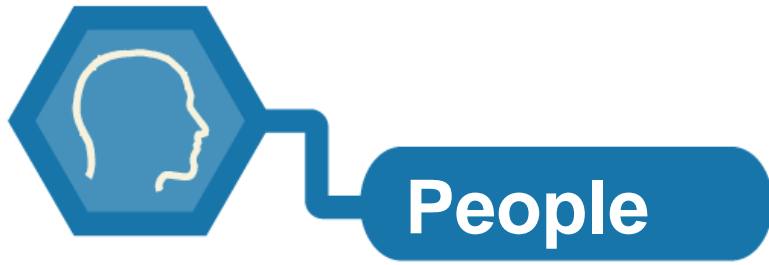
FY14 Metrics:

Increase the percentage of women in top leadership positions to 30% for SOM

Top Tier



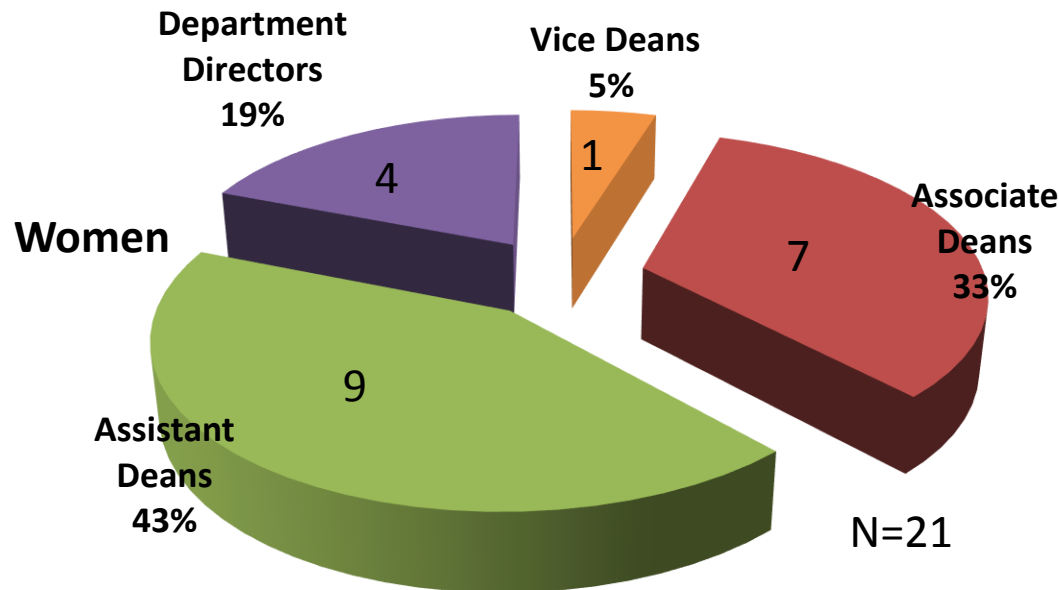
- Top Tier Leadership positions include all Dean positions and all Department Directors
- A large contribution of the 27% that are women comes from the Assistant Dean category



Strategic Plan

Attract, Engage, Retain and Develop the World's Best People

Of the Top Tier women in leadership positions - a large contribution of the 27% comes from the Assistant Dean category.



- 6/9 (66%) of the Assistant Deans that are women are not faculty members
- 2/7 (29%) of the Associate Deans that are women are not faculty members

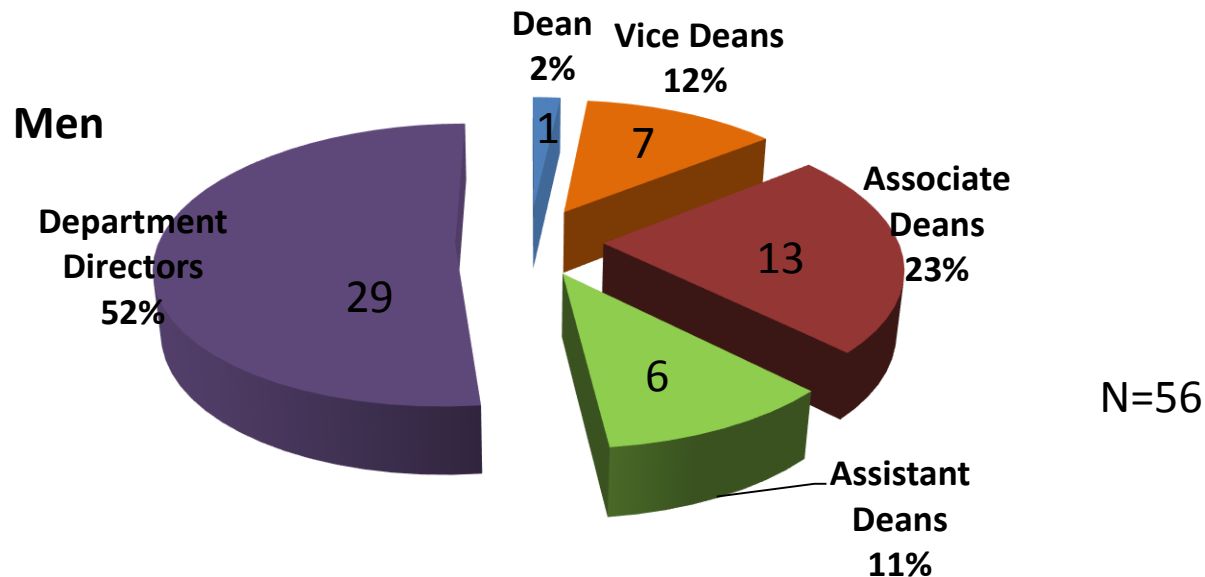


People

Strategic Plan

Attract, Engage, Retain and Develop the World's Best People

Of the Top Tier men in leadership positions – the largest contribution of the 73% comes from the Department Director category.



- 2/6 (33%) of the Assistant Deans that are men are not faculty members
- 3/13 (23%) of the Associate Deans that are men are not faculty members

Opportunities to Meet Tier One Leadership Metrics

Active Searches

- Medicine
- Vice Dean for Research
- Anesthesiology and Critical Care Medicine
- Pathology