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

Jan 1 2013- July 16, 2013. reviewed 47 candidates, 23 male/24 female, - 29 from clinical depart. & 18 from BS depart
GO TO WEBSITE

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

Q1. The assessment tool helped me write my assessment of the candidate

Q2. The tool helped me write my assessment sooner than I would have if I had to compose a letter

Q3. The assessment tool decreased the professionalism of the promotions process

Q4. The online process was easy and user friendly

5 different candidates – total of 40 referees of which 50% used the assessment tool vs letter (the remainder used the system to upload a letter)
Feedback Response from 47 faculty who completed NM 2/28/2013-7/10/2013

Q1. This is a good complement to my CV

Q2. I feel more in control of my promotion by answering the questions

Q3. Time to complete, excluding contact information for referees

Q3. Question: This was time well spent
Years at Rank /Career Emphasis

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<td>Physician/Translational Research</td>
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<td>Clinician/Educational Scholars</td>
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% Promoted

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<tr>
<td>Basic Scientist/Research Program Builder</td>
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<td>Physician/Translational Research</td>
<td>89% (34/38)</td>
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<td>Clinical Program Builders</td>
<td>91% (11/12)</td>
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<td>Clinician/Educational Scholars</td>
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Range

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<td>Clinician/Educational Scholars</td>
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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
Office of Women in Science and Medicine

“Women in Leadership Roles: Strategic Plan Metrics”

Barbara Fivush
Associate Dean of Women

October 24, 2013
Full-time Faculty 6/30/13
Gender and Academic Rank

% Women

- Professor: 21%
- Associate Professor: 34%
- Assistant Professor: 45%
- Instructor: 51%
- Other Rank: 51%

Women are disproportionally 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 JHUSOM, 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

- JHUSOM notably lags behind AAMC data at the highest level of leadership roles - Vice Dean and Department Director
JHM Strategic Priorities

MISSION, VISION & VALUES

- People
- Biomedical Discovery
- Patient and Family Centered Care
- Education
- Integration
- Performance
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 Leadership positions include Division Director
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 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

**Pie Chart:**
- 73% Men
- 27% Women
- N=77

![Pie Chart Image]

**Legend:**
- Women
- Men
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.

- Assistant Deans: 43% (9 out of 21)
- Associate Deans: 33% (7 out of 21)
- Vice Deans: 5% (1 out of 21)
- Department Directors: 19% (4 out of 21)

- 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
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