

2022-2023

ANNUAL REPORT

Office of Faculty
Academic Affairs and
Professional
Development

EMORY
UNIVERSITY
SCHOOL OF
MEDICINE

SCHOOL OF MEDICINE

2007



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Message from the Executive Associate Dean

In the Office of Faculty Academic Affairs and Professional Development, we are passionate about helping our faculty learn, grow, and lead fulfilling and successful careers. Each year, we look back over our programs and accomplishments to gauge success and determine our priorities going forward. We are pleased to share this annual report with you and welcome feedback on how we can continue to grow and best support our faculty.



Kathy K. Griendling

Kathy Griendling, Ph.D.
Executive Associate Dean,
Faculty Academic Affairs and
Professional Development

Mission

To foster an inclusive environment, professional growth, and well-being so that our faculty can thrive as leaders in research, education, and service to patients, the profession, and the local and global community.

Vision

To be a place where faculty feel **valued and empowered** to engage in the SOM journey from excellence to eminence. We want to be a national academic leader in:

- **Creating programs and initiatives** that attract, retain, and empower faculty
- **Valuing and recognizing** our faculty for their contributions
- **Enhancing faculty skills and training** to support their career aspirations
- **Increasing engagement, well-being, and resilience**
- Ensuring policies and best practices **advance a diverse, equitable, and inclusive culture and climate**
- Creating innovative approaches to **integrate wellness, diversity, and leadership.**

Values

- Collaboration
- Excellence
- Integrity
- Inclusion
- Respect
- Well-Being



Our Team



**Kathy Griending,
Ph.D.**
Executive Associate
Dean, Faculty
Academic Affairs
and Professional
Development

**Jada Bussey-Jones,
M.D.**
Associate Dean,
Professional
Development for
Emory at Grady

**Andrew Furman,
M.D.**
Associate Dean,
Faculty Affairs

**Holly Gooding,
M.D., MSc**
Associate Dean,
Education and
Professional
Development
(CME)

**Katie Davis
Cowley**
Director,
Professional
Development

**Jennifer Fairchild-
Pierce, Ph.D.**
Associate Director,
Faculty Affairs

Paul Ficklin-Alred
Sr. Coordinator,
Faculty Affairs

Emily Weil
Sr. Coordinator,
Professional
Development

**Shanelle Camp-
Redic**
Coordinator,
Professional
Development

Justin Karch
Coordinator,
Faculty Affairs

Monique Rainey
Coordinator,
Professional
Development at
Grady

Krista Ray
Coordinator,
Faculty Affairs &
Professional
Development

Karlotta Brown
Associate Director,
Programs CME/
CDE

Tommy Wilson
Sr. Business
Manager, CME

Melissa Boone
Sr. Program
Coordinator,
CDE

Keir Gray
Sr. Program
Coordinator, CME

Shirley Miller
Sr. Program
Coordinator, CME

Shelby Smith
Sr. Program
Coordinator, CME

Richard Marshall
Program
Coordinator II, CME

Tiffney Stringer
RSS Program
Coordinator, CME

**Mercede
Alexander**
Sr. Administrative
Assistant, CME



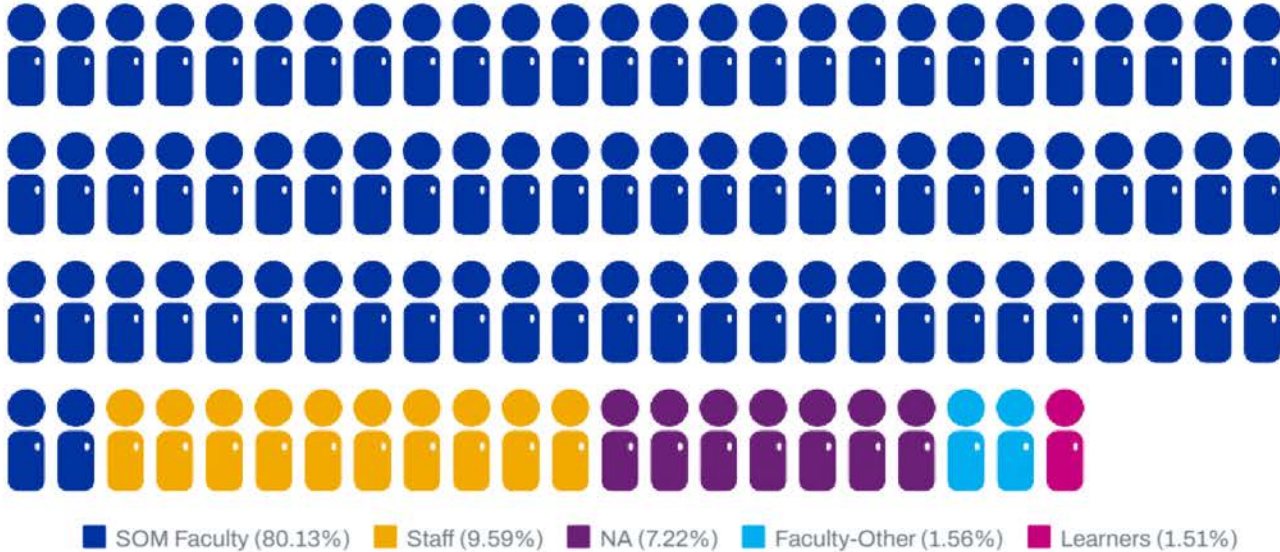
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**Office of Faculty
Academic Affairs and
Professional Development**

Year in Review

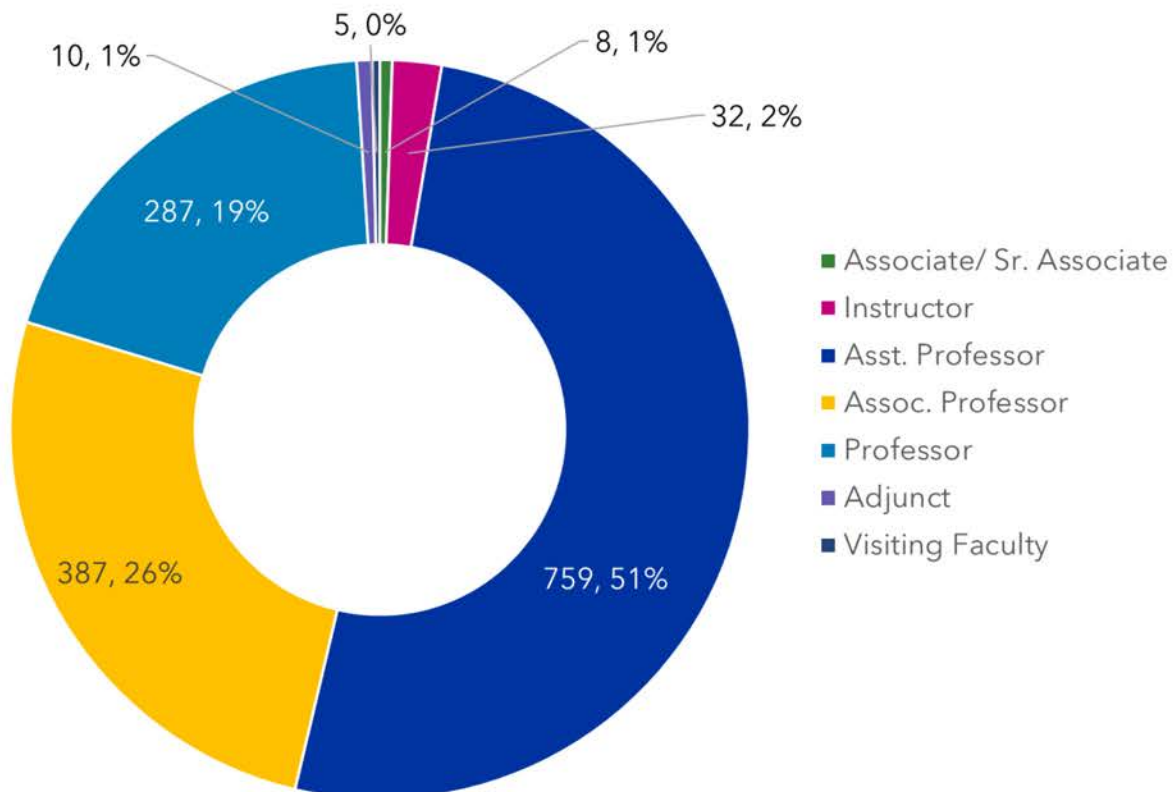
By the Numbers

During the 2022-2023 academic year, our programs touched **1,866 individual** faculty members, staff, learners, and other Emory affiliates resulting in **3,187 interactions**.



NA includes participants that we are unable to categorize at the time of reporting and could include former faculty, staff, learners or non-Emory participants.

Of the 1,866 individuals, **1,488 are faculty members** (43% of the faculty body) representing all ranks (including acting and emeritus titles) and ESOM departments.

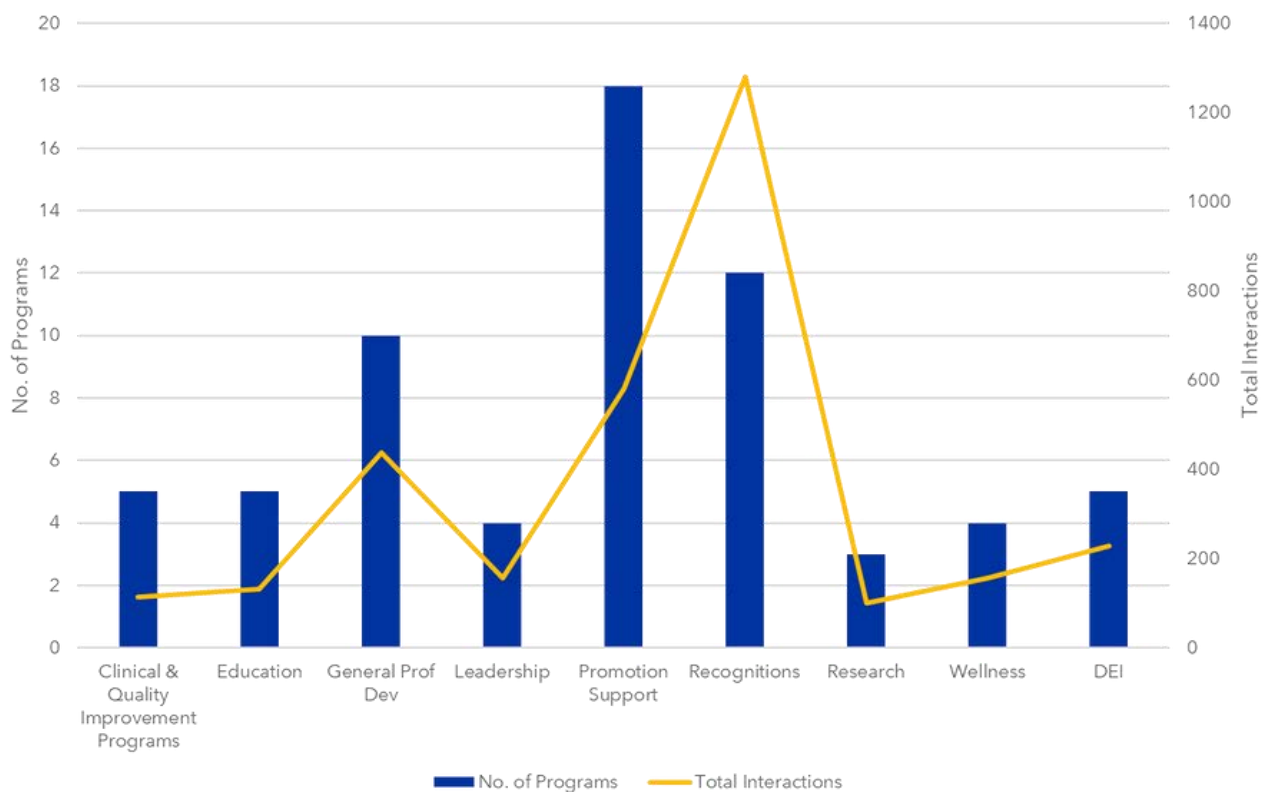


The following table notes individual participation by department. The percentage of department faculty body is also noted.

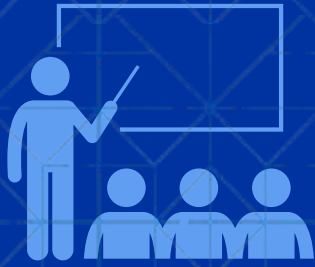
Individual faculty member attendance by ESOM departments:					
Anesthesiology	68	35%	Neurosurgery	15	41%
Biochemistry	11	61%	Ophthalmology	26	32%
Biomedical Engineering	12	46%	Orthopaedics	20	16%
Biomedical Informatics	5	42%	Otolaryngology	30	68%
Cell Biology	14	37%	Pathology & Laboratory Medicine	67	54%
Dermatology	12	67%	Pediatrics	247	45%
Emergency Medicine	79	56%	Pharmacology	13	37%
Family & Preventive Medicine	51	64%	Psychiatry & Behavioral Sciences	75	35%
Gynecology/Obstetrics	59	63%	Radiation Oncology	79	32%
Hematology/Medical Oncology	38	40%	Radiology & Imaging Sciences	27	46%
Human Genetics	26	58%	Rehabilitation Medicine	24	44%
Medicine	327	41%	Surgery	82	46%
Microbiology/Immunology	14	52%	Urology	20	71%
Neurology	47	41%			

We continue to see higher engagement by women with 808 (54%) women participating in one or more programs during the year. Participation by ethnicity continues to be aligned with the ethnic distribution of the SOM faculty body.

We hosted **66 individual workshops, lectures, or seminars** during the 2022-23 academic year. This chart displays total participation (inclusive of faculty, staff, etc.) for activities grouped by category. While overall program participation is still high, we have seen a dip in engagement and will be monitoring this trend in FY24.



Professional Development Highlights



The Office of Faculty Academic Affairs and Professional Development is very proud to offer a variety of programs and initiatives to support faculty in all stages of their career regardless of their area of focus. Starting with a robust orientation process that introduces faculty to SOM resources, we then provide opportunities for general career development and leadership training, as well as deeper dives into skill and knowledge development in the areas of education, research and health care. We also sponsor site-specific programs geared towards Grady-based faculty.

New Clinical Leaders

Open to physicians and advanced practice providers (APPs) in their first clinical leadership position at Emory, the New Clinical Leaders course is designed to equip participants to lead peers in the clinical environment. Launched in AY21-22, 44 physicians and 11 APPs representing Emory Healthcare, Children’s Healthcare of Atlanta, the Grady Health system, and Veterans Affairs completed the program in its first year. Another 50 participants completed the program in AY22-23. Topics include: personal leadership styles, conducting peer reviews, and managing behavioral challenges and other human resources issues among clinical teams.



“I definitely have a better understanding of operations, budgets, and performance management.”

“I will undoubtedly use this information to improve my approach to communication with patients and in my leadership role.”

Health Equity Advocacy Course

The [Health Equity Advocacy Course](#) was created with the understanding that much of what impacts health is outside of clinical encounters. As healthcare professionals work to improve health and address inequities, in addition to clinical skills, they will need skills to engage community, system, and legislative stakeholders for change.

The inaugural five-month, multi-pronged educational intervention brought together 24 faculty, learners, and community members to advocate around common health-related priorities. This innovative course goes beyond didactic instruction and includes experiential learning that leverages collaboration and, importantly, has tangible outcomes as a result. Participants learn while doing.

After the course, **92% of participants felt confident advocating within their institution, 85% of participants felt confident contacting their legislators, and all participants felt confident advocating for individual patients.** Additionally, course participants unanimously agreed upon health equity's relevance to them individually and to all health professionals.



Learning to Be Better Teachers

Now in its **26th year**, the annual [Learning to be Better Teachers](#) conference brings together educators across the Woodruff Health Science Center for a day of learning. This conference allows faculty to enhance their teaching skills by participating in a variety of hands-on workshops.

In 2023, 102 faculty and staff representing 16 departments across the School of Medicine and Emory Healthcare registered to attend. David Acosta (AAMC Chief Diversity and Inclusion Officer) provided the keynote, "A Conversation on Advocacy", and 16 workshops including Coaching in Medical Education, Becoming a More Inclusive Teacher, and Anchoring your Teaching in the Learning Objectives, were held throughout the day. Completed evaluations reported that 100% would recommend this conference to their colleagues and 98% felt their personal learning goals for the workshop were met.



Junior Faculty Development Course (JFDC)

The [Junior Faculty Development Course](#) (JFDC) completed its **17th year in 2023, marking 577 graduates from all 27 departments in the School of Medicine**. This year, we accepted 32 out of 64 applicants from 17 departments. The course is designed to provide faculty with the skills they need to be successful in academic medicine and encompasses topics such as personal style, conflict and negotiation, teaching, scientific writing, ethics, human resources and finance, and leadership.

Course evaluations are positive, with an overall rating of 4.48 out of 5. All participants felt the course improved their overall personal development and knowledge, believed their learning goals were met and would recommend the course to a colleague. Participants also indicated that the course improved their teaching skills and knowledge of grant and manuscript writing, enhanced their knowledge of conflict and negotiation, and that they benefitted from developing a network of colleagues at a similar career stage.

"Great course: gave really good tips and 'secrets' to success for academic medicine."

"I found this course to be a very beneficial experience and will recommend it to new junior faculty partners."

Faculty Development for Under-Represented in Medicine (URiM)

This [longitudinal program](#) provides resources, information, and tools important for academic success. The course enhances a sense of community among URiM faculty members through meaningful discussions about the experience of navigating academic health sciences as a URiM faculty member. The course features didactic sessions from diverse speakers and experiential components, along with peer mentoring, and networking. Participants are also paired with organizational leaders as coaches during this process. Since its inception in 2020, 29 faculty members have graduated from the program.

During the 2022 graduation, seven participants shared news of receiving a promotion or new role. The next URiM course will be offered in Fall 2023.



Impact of Leadership Programs

Our office has a strong roster of leadership programs to support faculty at all stages of their careers.

Since 2014, over 725 faculty and APPs have graduated from one or more courses.

In a 2022 survey of long-term impact, Junior Faculty Development Course (JFDC) graduates reported a “moderate or significant” impact on interpersonal communication, leading others, academic promotion and teaching, among other outcomes.

Long term outcomes for graduates of [Emory Professional Leadership Enrichment and Development Program \(EM-ProLEAD\)](#) are consistent with its objectives: 92% of attendees reported a “moderate to significant” impact on leading others and more than 80% experienced a positive impact on teamwork, administrative functioning and interpersonal communication.

All Faculty Development for Under-Represented in Medicine (URiM) graduates reported a “moderate to significant” impact on networking, being mentored and advancing diversity, equity and inclusion. Ninety-two percent felt the course had a positive impact on administrative functioning, mentoring and leading others, academic promotion and interpersonal communication.

Senior-Career

- Woodruff Leadership Academy (WLA)

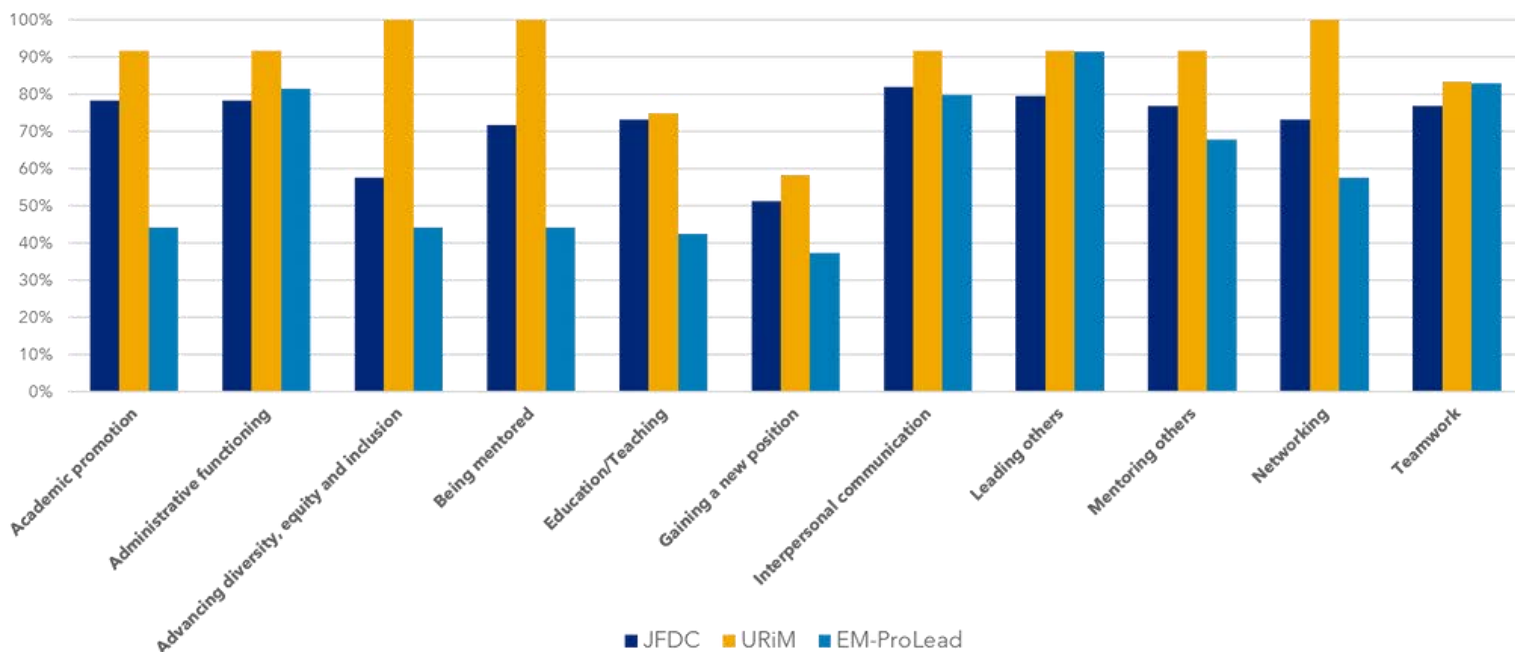
Mid-Career

- Emory Professional Leadership Enrichment and Development Program (EM-ProLEAD)
- New Clinical Leaders Course
- Women’s Leadership Program

Early-Career

- Junior Faculty Development Course (JFDC)
- Faculty Development for Under-Represented in Medicine (URiM)

Moderate to Significant Impact by Course



Faculty Affairs Highlights

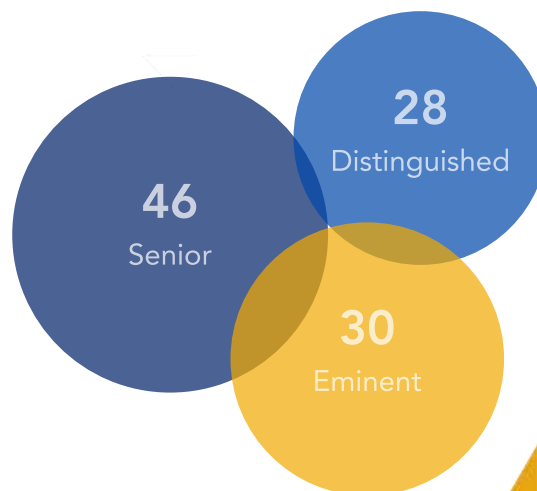
In addition to managing appointments, promotions and tenure, our office works to provide educational and support programs for faculty contemplating promotion. We also manage the annual selection/election for School and University committees, Departmental Reviews, the annual Career Conference and Performance Review process, and special faculty appointments, including emeritus and distinguished appointments.

Clinical Distinctions

2023 marked the third year of the Emory School of Medicine's [Clinical Distinctions Program](#). The program provides a mechanism to recognize faculty who devote the majority of their time and career to providing excellence in patient care. It highlights the importance of clinically focused faculty in the School of Medicine and acknowledges the vital role these faculty play. The primary criterion for the distinctions and for advancement to higher levels is excellence in clinical service, including direct patient care and clinical administration. As faculty advance through the program, they are expected to maintain professional excellence and demonstrate increasing service and leadership in administration and policy-making at clinical sites within the Emory community of practice and their broader professional communities.

Three levels of distinction are available, Senior, Distinguished, and Eminent, marked by increasing levels of clinical excellence and exemplary levels of patient care innovation, service to the institution and profession, and administrative leadership.

This year, **104 faculty representing 15 clinical departments received a distinction**. Of these, 59 were women, and 20 were URiM, representing 57% and 20% of the approved candidates, respectively, both all-time highs for the School of Medicine's Clinical Distinctions Program.



Promotion Success

The academic year 2022-2023 was another successful year for SOM faculty, seeing a record number of faculty promoted. Of these, **92 were women, representing 51% of the successful candidates** that were evaluated by the School of Medicine's Faculty Committees on Appointments and Promotions (FCAP). **20 URiM faculty were promoted**, consistent with numbers from the previous year. Overall success rates at the School of Medicine level remain high, with 95% of cases approved. The success rate for URiM and women are in line, both at the 95% rate.



Basis of Promotion

Promotion Support

Our office instituted a number of initiatives in 2023 to enhance the promotion process:

- The CV was amended to include a mandatory statement reflecting the faculty member's contributions to Diversity, Equity, and Inclusion.
- Promotion templates were redesigned, and Quick Guides were rolled out to make the process smoother for faculty embarking on the promotions journey.

Towards that end, we offer training to departmental promotions and tenure committees and hold departmental seminars on promotions and tenure for the faculty, all to facilitate and demystify the process.

We continue to provide a promotion workshop series that includes CV, Teaching, and Service Portfolio workshops consisting of didactic lectures and small group advice on how to build one's promotion documents. The series ends with a mock Faculty Committee on Appointments and Promotions (FCAP) review session that provides insight into how reviewers assess a packet and how reviews are conducted. We also provide packet classes that are held in conjunction with promotion timelines, and review dossier completion and overall timelines. Additionally, we host biannual Promotion Readiness sessions for faculty, providing individual advice regarding progress toward promotion from Faculty Affairs' Deans and former FCAP members.

Career Conference and Performance Reviews

This year, we launched a new electronic platform for the required annual faculty review process. Despite a rocky start, we worked diligently with the IT team to improve accessibility, workability, and ease of reporting. Department chairs and faculty provided helpful feedback and by the time the system closed, it was clearly an improvement over the previous 12-year-old digital platform.

Ninety-nine percent of faculty reviews were completed by the November 1 deadline—our best year ever!

Department Reviews

After a twelve-year hiatus, our office reinstated the departmental review process. Departments are scheduled for reviews according to a five to seven-year cycle. Through these reviews, a department can more effectively identify its strengths, limitations, and opportunities to advance its strategic goals and align with the School of Medicine as we move forward on the path from excellence to eminence. **To date, we have conducted 4 external reviews and have set a goal to complete 3-5 reviews per year.**

Continuing Medical Education (CME) Highlights

Our continuing medical education (CME) offerings continue to grow, and we are offering more virtual, hybrid, and on-demand courses. In 2022 we accredited **58 live courses, 78 regularly scheduled series (i.e., grand rounds and other recurring conferences), 25 on-demand series, and 12 jointly provided courses.** Together these included 4,182 hours of instruction and reached 11,070 physicians. Our continuing dental education (CDE) offerings included 3 live courses reaching 213 dentists. We have launched a [new online system](#) for participants to easily claim CME credit and view or download their transcript at any time. In addition, participants can now simply text the CME office within 7 days of attending a regularly scheduled series to automatically log their CME hours to their online transcript.

Recognizing and Celebrating our Faculty

Celebrating faculty accomplishments enriches the faculty experience. Going into their tenth year, our Recognitions Committee develops and manages meaningful opportunities for honoring faculty excellence in clinical care, education, and scholarship.

Appreciation Days

The committee has designated three days during the year to recognize and celebrate faculty members on special mission-focused days. The committee solicits nominations from faculty, staff, and learners then reviews and selects faculty to highlight. **This year we highlighted 250 faculty for [Doctors Day](#), 180 faculty on [Educator Appreciation Day](#) and 93 faculty on [Researcher Appreciation Day](#).** Faculty are extremely appreciative of these recognitions, with comments such as:

"Thank you- what a surprise! I am truly honored to have been nominated and selected for Educator Recognition Day. I really love teaching and learning, and it has been such a gratifying part of my career at Emory! One of the amazing things about teaching- is that you always receive so much from the "learners". As we learn from each other- a beautiful and amazing collaborative environment is created. Once again, thank you."

"I'm very humbled and honored for this recognition. Emory has become a real home in the short time since my arrival and I look forward to many more years of service in our great institution."

"I am very grateful for the selection by the committee and to the peers who nominated me. I have wonderful students, postdocs, staff and colleagues here at Emory who make my work both meaningful and exciting."



Celebration of Faculty Eminence Ceremony and Recognitions Week

Every fall the SOM dedicates a full week to highlight and [celebrate faculty](#) for their many outstanding accomplishments. The 9th Annual Celebration of Faculty Eminence Ceremony and Reception was held on October 13, 2022, and honored **440 individual faculty members**, the most to date, from every department in the School of Medicine. Faculty are recognized and celebrated for their senior promotions, clinical distinctions, scholarly achievement, teaching excellence, and outstanding service. The six SOM awards (2022 honorees below) and [Hidden Gems](#) are also conferred during the ceremony.



Distinguished Service Award

Gregory Lesinski (hematology and medical oncology)

Sarah Johnson (medicine)

Warren Perry (emergency medicine)

Phillip Shayne (emergency medicine)

Excellence in Diversity and Inclusion Award

Tracey Henry (medicine)

Randi Smith (surgery)



Innovation for Impact Award

George Painter (pharmacology)

Mentoring Award

Heather Hipp (gynecology and obstetrics)

Ajay Kasi (pediatrics)

Steven Roser (surgery)

Guillermo Umpierrez (medicine)

Scientific Integrity Award

Jeremy Boss (microbiology and immunology)

Lifetime Service and Leadership Award

Christian Larsen (surgery)



Sponsorship for National Development Programs and Awards Nominations

Our office supports the annual nomination of a woman for the [Executive Leadership in Academic Medicine](#) (ELAM) and [Executive Leadership in Health Care](#) (ELH) at Drexel University. **Michelle Lall** (emergency medicine) and **Carrie Cwiak** (gynecology and obstetrics) were the 2023 SOM nominees and were selected to participate by Drexel. **Rebecca Philipsborn** (pediatrics) was selected as the Emory SOM nominee for the [Macy Faculty Scholars](#) program.

Behind the scenes, the Recognitions Committee composes and submits nominations for internal and external awards on behalf of the Dean. We are pleased to announce **Denise Jamieson** (former chair of gynecology and obstetrics) was selected as the recipient of the 2023 AAMC David E. Rogers Award.

Dean's Distinguished Lecture and Award

The [Dean's Distinguished Faculty Lecture and Award](#) is amongst the most prestigious and celebratory honors that the School of Medicine can bestow on a faculty member. Our office is responsible for handling the nomination and selection process, as well as organizing the lecture and reception. This year, we received five nominations and bestowed the honor on **Larry J. Young** (psychiatry and behavioral sciences). The lecture and reception was held on May 25, 2023 and hosted approximately 75 attendees.



Dean's Eminent Investigator

Started in 2021, the [Dean's Eminent Investigator](#) title celebrates high-impact basic scientists who achieved the rank of full professor with tenure at least five years ago and continue to contribute at exemplary levels. These scholars embody the continuing fulfillment of our highest academic aspirations and are at the core of our drive from excellence to eminence. We honored **William Shafer** (microbiology and immunology) and **Dean P. Jones** (medicine), pictured right, in the 2022-2023 cycle.



Looking Ahead to FY24

As we reflect on FY23, celebrating our victories and looking forward to continued support for our faculty in the year ahead, we also recognize the opportunities for growth that will propel us further in our mission. In FY24 we aim to:

- Continue to offer high-value programs supporting faculty despite a tightened budget and a fully committed staff.
- Expand education opportunities around the promotion and tenure process.
- Monitor faculty engagement and experiment with alternative programming schedules to better meet the needs of our faculty.
- Leverage the expertise of **Drs. Andrew Furman** and **Holly Gooding** to broaden opportunities and recognition of our educators and collaborate with Senior Education Consultant, **Dr. Joe Le Doux**, to create new development initiatives aligned with the [Education Transformation](#).
- Review our programs and staff assignments to improve efficiency and identify ways to better evaluate effectiveness of programs.
- Strengthen our alliance with the Office of Equity and Inclusion (OEI) led by **Dr. Sheryl Heron** to ensure our endeavors remain inclusive and supportive of all faculty.
- Bolster our partnership with **Drs. Paula Gomes** and **Gordon Tuttle** from the University Faculty Staff Assistance Program (FSAP) to provide well-being check-ins for new faculty and other programming related to wellness.
- Roll out exciting new programming and initiatives - a few selected programs highlighted below!

Women's Leadership Program

Under the direction of **Nadine Kaslow** (psychiatry and behavioral sciences) and **Kristin Higgins** (radiation oncology), the inaugural [Women's Leadership Program](#) launched in September 2023 with a [cohort](#) of 16 outstanding women faculty from twelve departments. The goals of the program are to strengthen the network among women faculty members, develop and enhance leadership and career development skills, and contribute to efforts to create a more diverse and inclusive environment. The initial feedback has been positive, and we're eager to witness the professional growth within our inaugural cohort and continuing our support of our women faculty.

Mentoring Program

Our Faculty Development Advisory Committee (FDAC) spent a good part of last year developing a mentoring program that we plan to implement in FY24. The program has three parts. First is a [Mentoring Collaborative](#), to be launched in January under the direction of **Drs. Jada Bussey-Jones and Holly Gooding**. The Mentoring Collaborative will bring together teams responsible for departmental mentoring programs (or teams wishing to create one) to learn and refine models and methods for implementing a mentoring program. The idea is to share best practices, learn from each other, and set departmental goals for the year.

The second arm of the SOM mentoring initiative will be to build out resources that can be used by individuals or departments who are involved in mentoring, such as mentor training, mentoring contracts, evaluation rubrics, etc. The third and final part of the program will be a formal mentoring program patterned after the CTSA TEAMS mentoring program that is geared towards junior faculty. This program will include matching with a mentor, joining a learning community for coach-guided peer mentoring, and participating in group learning opportunities three times a year. This formal program will launch in September 2024.



Professionalism

Earlier this year, the dean convened a school-wide committee to develop a policy on professionalism geared toward faculty. This policy will provide guidance for faculty, emphasizing behaviors embraced by our culture that ensure an inclusive and respectful environment, as well as behaviors to avoid.



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**Office of Faculty
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<https://med.emory.edu/about/faculty/faculty-development/index.html>