

Baylor
College of
Medicine

FACULTY
AFFAIRS &
FACULTY
DEVELOPMENT

OFFICE OF FACULTY AFFAIRS AND FACULTY DEVELOPMENT

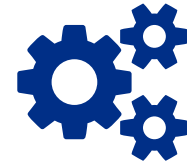
ANNUAL REPORT 2021

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MISSION STATEMENT

The Office of Faculty Affairs and Faculty Development (OFAFD) is committed to supporting professional development, academic progression and career advancement of Baylor faculty members through their faculty life cycle and enhancing their effectiveness as educators, clinicians, investigators, administrators and leaders; partnering with the departments, College leaders and the Faculty Senate.



OFAFD oversees administrative matters related to faculty recruitment and appointment, faculty development and promotion, faculty recognition and advancement, faculty evaluation, retention and transitions.



The OFAFD is committed to fostering an environment in which faculty can develop, succeed, and realize their full professional potential.

WHO WE ARE

Faculty Affairs



Biykem Bozkurt, M.D., Ph.D.
Associate Provost of Faculty Affairs
Senior Associate Dean of Faculty Development



Elizabeth Camacho-Lopez
Administrator
Faculty Affairs & Faculty Development



Robert Anderson
Executive Director
Faculty Affairs



Candace Kendrick
Project Manager
Faculty Affairs



Erica McNeal
Program Coordinator
Faculty Affairs

Faculty Development



Robert Tillman, Ph.D.
Director of
Faculty Development



Susan Raine, M.D., J.D., L.L.M., M.Ed.
Director
Faculty Professional
Development and Promotions



Faye Chiao Tan, M.D.
Senior Advisor for Faculty
Promotions



Deborah Fernandez
Program Coordinator
Faculty Development



Geeta Singhal, M.D., M.Ed.
Co-Director, Faculty Awards
Recognition & Faculty
Leadership Development
Program



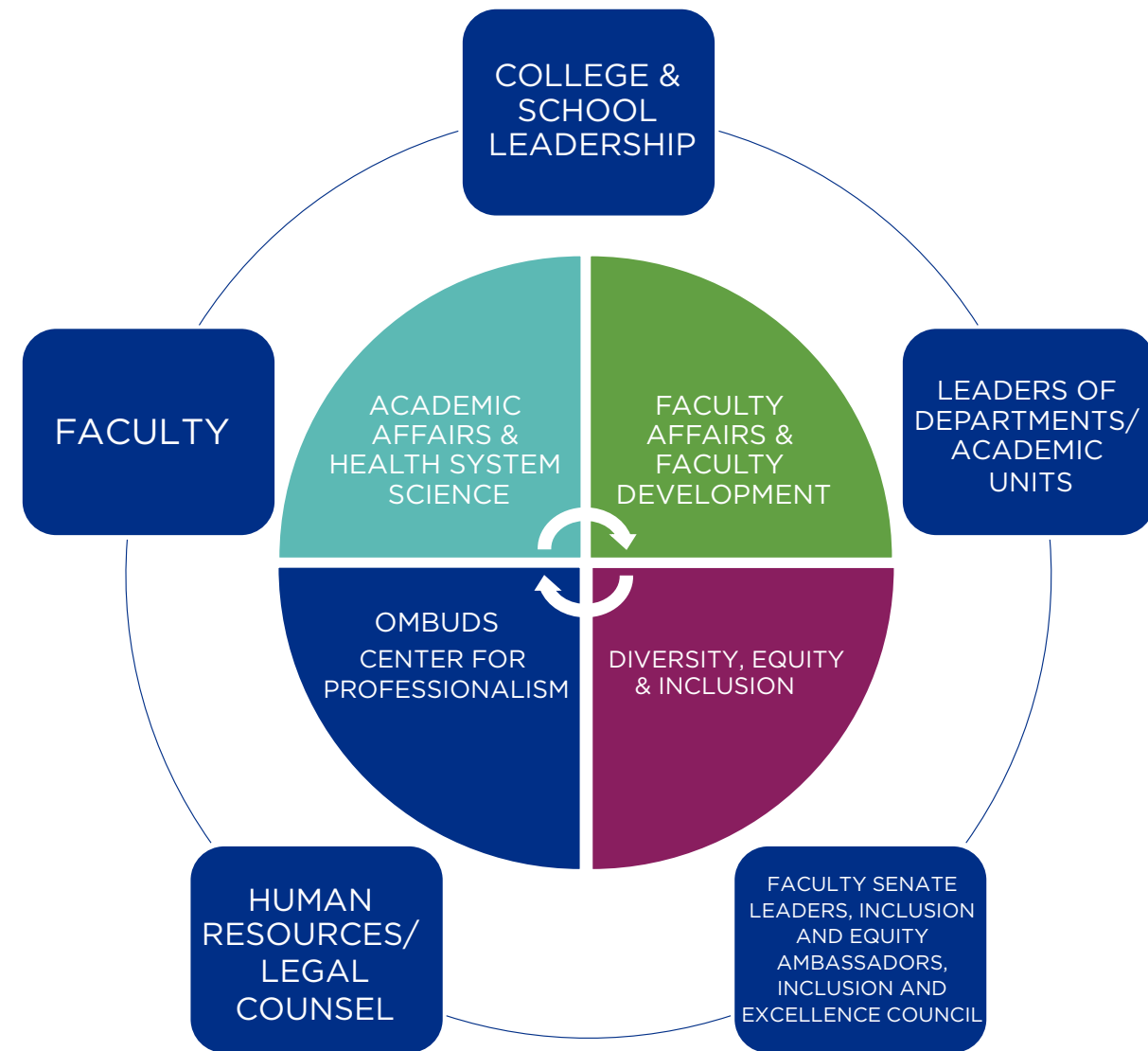
Sandra Haudek, Ph.D., M.S.
Co-Director, Faculty
Mentoring Program



Kanta Velamuri, MBBS, MEd
Co-Director
Faculty Awards &
Recognition Program



Cintia Paiva, MD, PhD
Faculty Mentor
Mentor Training Program



INTEGRATED PROGRAMS

Faculty Affairs offers a high level of service and guidance for the faculty hiring and onboarding process, the academic appointment and promotion review process, the annual faculty evaluation process, College accreditation, standard and ad hoc faculty metric reporting, and faculty offboarding.

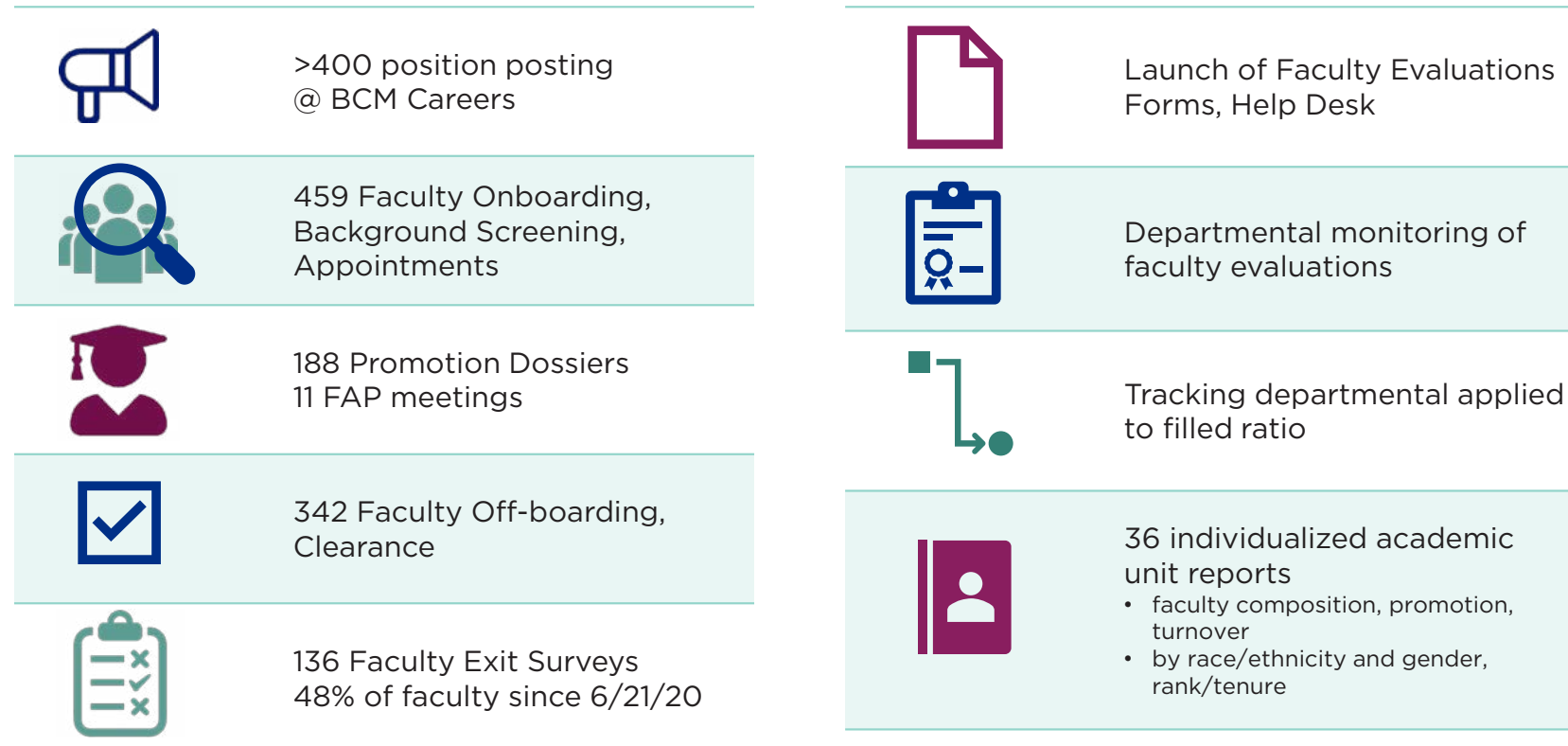
- Provides guidance for, and a thorough review of, all academic appointment and promotion requests for College Presidential approval and readiness for the formal College approval process.
- Creates College-wide and department-specific faculty composition, promotion, and turnover reports.
- Maintains the College faculty database used for faculty composition reporting and academic reappointment.
- Facilitates the annual faculty evaluation process for [3,300+] BCM employed and BCM affiliate employed faculty.
- Generates the annual reappointment letters for [6,000+] BCM employed, BCM affiliate employed, and BCM voluntary faculty.
- Initiates and manages the offboarding process for Baylor Medicine faculty.

FACULTY AFFAIRS			FACULTY DEVELOPMENT		
Appointment	Communication	Promotion	Mentoring	Leadership	Recognition
Faculty Onboarding	Faculty Exit Surveys	Faculty Appointments & Promotions Committee	Mentor Training	Faculty Leadership Peer Review	Faculty Institutional Awards: Workshops
Separation Process	OFAFD Web		Mentor Certification	Training for Committees/FAP	Award Review Panels
Reappointment	E-Newsletter	Faculty Promotion Workshops	Peer Mentoring Circles	Faculty Development Forum	
Faculty Evaluations	Faculty Data-facts	CV Workshops	Coaching for career advancement	Academy of Distinguished Educators (ADE)	
Faculty Database	OFAFD Catalogs	Portfolio Workshops			
OFAFD Reports	Announcements, Faculty Awards, Workshops, Seminars	Promotion Coaching			

ACADEMIC YEAR 2021 HIGHLIGHTS

Faculty Affairs provided the high level of service we are known for in AY2021 by:

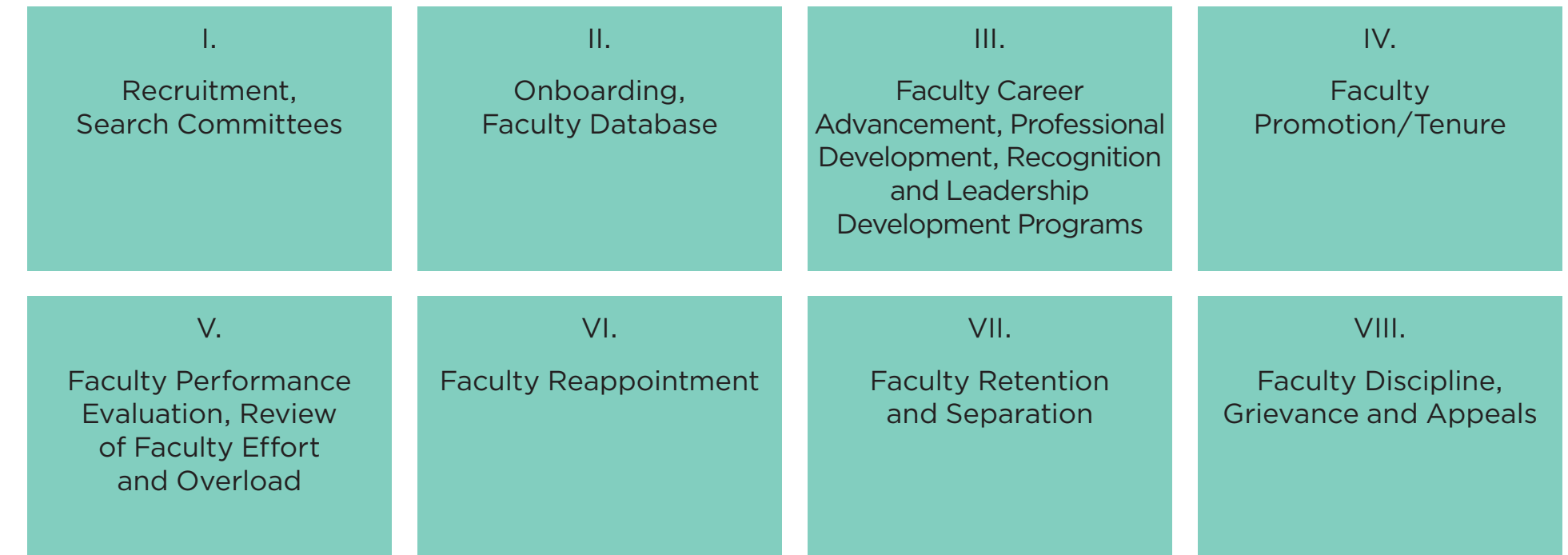
- Maintaining the large annual onboarding volume of new faculty recruits in AY2021 to meet the College emergency needs during the pandemic,
- Increasing the number of monthly candidates for the College Faculty Appointments and Promotions Committee review to a minimum of 24 candidates from an average of 14 candidates.
- Creating dynamic reports of College faculty DEI and composition data for College-wide and department-specific strategic initiatives and for the SACSCOC reaffirmation and accreditation process



FACULTY LIFE CYCLE COMPONENTS

Facilitates the faculty hiring and onboarding process by:

- Managing faculty vacancy postings on the BCM Careers site to promote high-quality talent traffic
- Position management validation for identified candidates
- Monitoring pre-employment background screening
- Providing hiring and onboarding guidance through continuous communication to meet HR deadlines
- Ensuring new faculty employment agreements and academic appointment request processed for all new and internal recruits



FACULTY AFFAIRS AND FACULTY DEVELOPMENT

ACADEMIC YEAR 2021



Faculty
Employment



Faculty
Recognition
and Awards



Faculty
Mentoring/
Coaching



Faculty
Appointments
Promotions



Faculty
Evaluation



Educator
Training



Faculty
Reports
and Surveys

The Office of Faculty Development provides professional growth resources and education training programs for Baylor College of Medicine faculty members through their faculty life cycle.

In terms of education training programs our office offers:

- **Peer coaching** - the program helps assess teaching skills, tools, and methods; encourages and solidifies good teaching practices; and offers strategies and resources for improvement of teaching practices.
- **Workshops** - mentoring training, education grand rounds (in coordination with the School of Health Professions)

Professional development opportunities available are:

- **Faculty Welcome sessions** - Overview of BCM resources and opportunities for new faculty members
- **Senior Promotion coaching sessions** - One-on-one sessions with experienced senior faculty designed to provide guidance on career progression, readiness for academic promotion and review of the BCM CV
- **Portfolio and award preparation workshops** - mainly for the Norton Rose Fulbright award and Patient Care Awards
- **Pathways to Promotion workshop** - Overview of the promotions process and metrics for all Baylor faculty members, provides a workbook tool for faculty members to assess their individual progress
- **Building and Refining your CV** workshop
- **Career Advancement Series** - Sponsored by the Office of the Provost, the Office of Institutional Diversity, Inclusion and Equity and the Office of Faculty Affairs and Faculty Development, the program offers professional development opportunities in four categories: Instructors, Assistant Professors, Associate Professors, Assistant Professors Women Faculty Group. The goal of the series is to provide tools to enhance leadership skills and assist with professional and personal goals for advancement for BCM early and mid-career faculty in all departments, academic centers, and schools

2021 FACULTY RECOGNITION AWARDS

The Office of Faculty Affairs & Faculty Development coordinates five institution-wide faculty awards, as well as the Annual Academy of Distinguished Educators Showcase of Educational Scholarship, and the Norton Rose Fulbright Educational Grant program.

Faculty have the opportunity to participate in the awards at different stages of their faculty life cycle:

- **Faculty Awards for Excellence in Patient Care** – Includes three levels: Early Career (junior faculty), Star (mid career faculty), Master Clinician (senior faculty)
- **Norton Rose Fulbright Faculty Excellence Award** – Education award, faculty at all stages of their career can apply (junior faculty need to have at least 5 years of service at BCM).
- **Clark Faculty Service Award** – Service award for mid to senior level faculty
- **Ben and Margaret Love Foundation Bobby Alford Award for Academic Clinical Professionalism** – Professionalism award for mid to senior level faculty
- **Barbara and Corbin J. Robertson, Jr. Presidential Award for Excellence in Education** – Most prestigious Education award – mid to senior level faculty
- **Annual Academy of Distinguished Educators Showcase of Educational Scholarship** – All persons holding a current BCM academic appointment are eligible to submit an abstract for presentation as a poster in the showcase
- **Norton Rose Fulbright Educational Grant Fund** – The grants are open to educators at all levels of development with the condition that applicants must have received a Norton Rose Fulbright award

	<ul style="list-style-type: none"> • 155 NRF Awards • 105 Patient Care Awards • 2 Robertson Education • 1 Love Professionalism • 5 Clark Service Awards
	500+ faculty participants in seminars for career development: Awards, CV & Portfolio, Promotion
	608 faculty participants in 10 educator workshops
	3 of Education Grants funded
	One-on-one career coaching & portfolio preparation for 140 faculty members
	41 peer coaching sessions
	32 faculty participants in Career Advancement Series with DEI
	110 faculty participated in Research Mentor Training
	59 faculty posters at Annual Showcase of Educational Scholarship

Award Name	Number of Faculty Peer Reviewers/ Committee Members	Number of Applicants	Number of Faculty Award Recipients
Norton Rose Fulbright Faculty Excellence Award (Education)	47	248	155
Early Career Faculty Award for Excellence in Patient Care	35	46	38
Star Faculty Award for Excellence in Patient Care	37	71	55
Master Clinician Faculty Award for Excellence in Patient Care	8	12	12
Barbara and Corbin J. Robertson, Jr. Presidential Award for Excellence in Education	13	6	2
Ben and Margaret Love Foundation Bobby Alford Award for Academic Clinical Professionalism (transition to OFAFD)	9	4	1
Clark Faculty Service Award (transition to OFAFD)	14	29	5
Total	163	416	268

PEER-REVIEWED FACULTY AWARDS



Pre-COVID photos



Norton, Rose, Fulbright Faculty Excellence Awards (criterion-based)

- Teaching and Evaluation
- Enduring Educational Materials
- Educational Leadership
- Educational Research

Faculty Awards for Excellence in Patient Care (criterion-based)

- Early Career (up to six years, Instructor or Assistant Professor)
- Star (mid-career; at least six years, Assistant, Associate, Professor)
- Master Clinician (Associate Professor with more than 20 years or Professor with more than 15 years)

Michael E. DeBakey, M.D., Award for Excellence in Research (competitive)

Based on published research contributions in clinical or basic science research



Pre-COVID photos

The Barbara and Corbin J. Robertson, Jr. Presidential Award for Excellence in Education (competitive)

The most prestigious, College-wide, competitive award for faculty educational service with stellar and enduring contributions to the educational mission of the College

The Ben and Margaret Love Foundation Bobby Alford Award for Academic Clinical Professionalism (competitive)

Excellence in professionalism and humanism

Clark Faculty Service Award

Exemplary service contributions that have not been recognized previously through an institution-level award

MENTORING PROGRAMS

CURRENT PROGRAMS

8-Hour Fundamentals Course

(expanding to offering 4 times/year)

Promoting Self-Efficacy

(introduced 1.5 hour workshop in fall 2021)

SCOARE Workshop

(re-launch planned in spring 2022)

Promoting Professional Development

(Pilot fall 2021)

Navigating Difficult Situations (with BCM Ombuds)

(Pilot: fall 2021)

Communicating Effectively with Mentors

(Pilot with Graduate School of Biomedical Sciences to deliver student communication training that complements mentor training)

LEADERSHIP DEVELOPMENT ACTIVITIES

FOCUS GROUPS & INTERVIEWS

- Focus groups will provide feedback on what skills and competencies are priorities to address within faculty populations at BCM and Affiliated Institutions.
- Interviews will gather faculty experiences in other leadership programs to identify program features that were most effective to learning & development
- We will gain insight into who and what resources exist to support program development.

TOPIC REFINEMENT (DELPHI APPROACH)

Planning team defines final concepts to include in pilot program/s using a modified Delphi method approach.

LEADERSHIP SKILLS INVENTORY

- Development of list of common leadership skills and competencies covered in leadership programs at academic health centers.
- Will be used to code themes in focus groups.
- Could be developed as needs assessment tool moving forward and help inform ongoing program development.

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