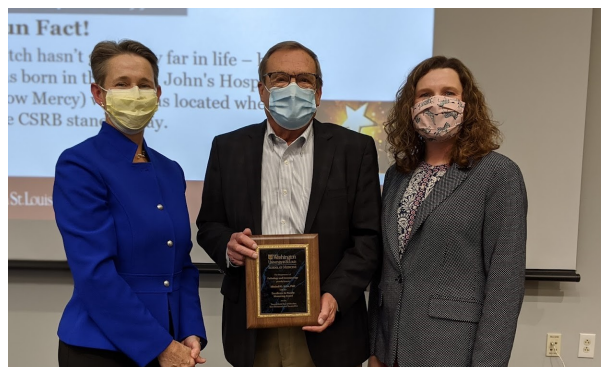
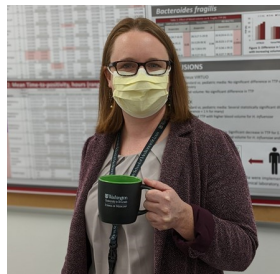
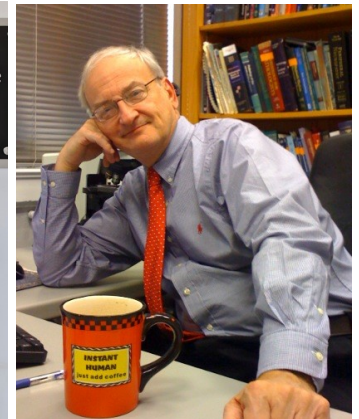
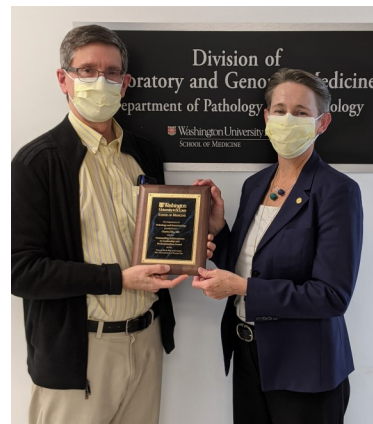
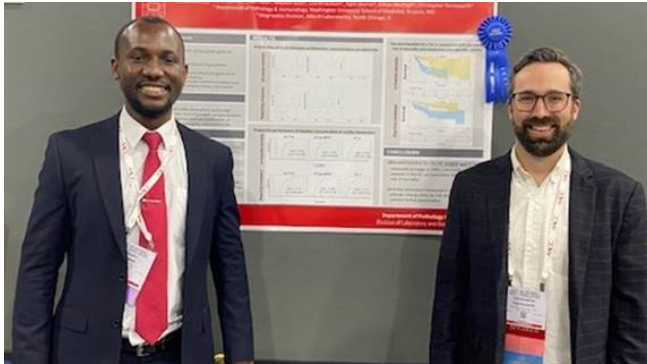


Pathology & Immunology



Office of Faculty Development 2021 Annual Report

1. Overall Office of Faculty Development

- Weekly OFD meetings held between OFD vice chairs and program manager
- Established library of professional development books available to all faculty, staff, and trainees
- Established OFD Officers Program

Purpose: Officers work with OFD to support the goals and core values of the office. Officers will work on a specific programming initiative or content area and will enhance representation and diversity of the OFD across the divisions and career pathways of the department.

Officer Positions

- Junior faculty: 4 officers
 - Yang Cao
 - Chris Farnsworth
 - Kilannin Krysiak
 - Mena Mansour
- Mid-career faculty: 1 officer
 - Ian Hagemann
- Diversity: 1 officer
 - Julie Neidich
- New faculty: 3 officers
 - Kathleen Byrnes
 - Ali Ellebedy
 - Melanie Yarbrough
- Social Media: 1 officer
 - Suzie Thibodeaux
- Member-at-large: 2 officers
 - Chang Liu
 - Scott Handley
- Translational Research: 2 officers
 - Jackie Payton
 - Mark Watson

Outcomes

- Monthly meetings were held with Vice chairs
- Established prioritized list of projects
- Provided 2022 programming ideas
- Proposed new computer device and professional funds policy

2. Collaboration with WUSM and Beyond

- Collaboration with WUSM Office of Faculty Affairs
 - Quarterly joint meeting with Faculty Affairs and all WUSM Faculty Development Office leaders attended
 - With the departure of Diana Gray in Office of Faculty Affairs, P&I OFD led continuation of the quarterly joint meetings
 - Coordinated joint meeting of WUSM OFD with Sherree Wilson and Ava Aagaard to discuss future of WUSM Office of Faculty Affairs
- Joint program with Academy of Educators on “If feedback is a gift, why is it so hard to give and receive? Panel Discussion” open to all of WUSM

- Invited speakers from: WUSM Office of Ombuds, WUSM Office of Faculty Affairs, WUSM Office of Technology Management, WUSM Medical Public Affairs, University of Iowa, Baylor College of Medicine, and Nationwide Children's Hospital
- P & I Programs frequently attended by faculty outside P & I.

3. Faculty Development across Continuum of Careers

Programs Developed and Presented

2021 Program	Month	Presented by	Open to	Attendance
Diversity 3.0	January	WUSM Office of DE&I: Erin Stampf	P&I All employees	55
New Faculty Orientation	January	OFD	New faculty	12
If feedback is a gift, why is it so hard to give and receive? Panel Discussion	February	OFD & Academy of Educators	WUSM All departments	56
Diversity 4.0	February	WUSM Office of DE&I: Erin Stampf	P&I All employees	35
CV/CEP General session and 1:1 breakout	March	OFD: Carey-Ann Burnham	P&I Faculty	20
Annual Review Preparation	March	OFD: Carey-Ann Burnham	P& I Faculty	13
Diversity Book Club: Medical Apartheid	March	OFD: Ann Gronowski	P&I All employees	8
Focusing on high priority work	April	Susan Johnson, MD Thriving Amidst Chaos	P&I All employees; WUSM All departments	67
Managing email effectively	April	Susan Johnson, MD Thriving Amidst Chaos	P&I All employees; WUSM All departments	60
Becoming a more productive writer	April	Susan Johnson, MD Thriving Amidst Chaos	P&I All employees; WUSM All departments	41
Grant Dos & Don'ts	May	Karen Dodson, WUSM, OFA	P&I Faculty and trainees	8
Diversity and Gender Equity are Key Elements of Academic Success	May	Vicky Fraser, MD WUSM	P&I Faculty	LGM Grand Rounds
Diversity: Documentary viewing of "Stonewall Forever"	June	OFD	P&I All employees	11

Diversity Book Club: The Stonewall Reader	June	OFD: Ann Gronowski	P&I all employees	8
Engaging Constructively with Conflict -Part 1	June	Jessica Kuchta-Miller, WUSM Ombuds Office	P&I Faculty	27
Planning your Negotiation Strategy	July	OFD: Ann Gronowski	P&I Faculty	10
New Faculty Orientation	August	OFD	P&I New Faculty	6
Promoting Pathology via social media	August	Maren Fuller, MD Baylor College of Medicine	P&I Faculty and trainees	16
Effective Mentorship: Consultant, Counselor, Cheerleader	September	OFD: Carey-Ann Burnham	P&I Residents, Fellows, and Faculty	Pathology & Immunology Management Series
Managing Your Research Innovations	September	David Silva, Office of Technology Management	P&I Faculty	9
Maximizing Visibility of your Work	September	MPA: Virgil Tipton, Tamara Bhandari, Alexis Nugent	P&I Faculty and trainees	12
Diversity Book Club About Us- Essays from the Disability Series of the New York Times	September	OFD: Ann Gronowski	P&I All Employees	10
Engaging Constructively with Conflict-Part 2	October	Jessica Kuchta-Miller, WUSM Ombuds Office	P&I Faculty	11
Faculty & Staff Awards Program	October	OFD	P&I All Employees & recipient families	Approximately 150
Navigating Workplace Envy	November	Sophonie Jean, PhD Nationwide Children's Hospital	P&I Faculty & Trainees	11
Diversity Book Club, Minor Feelings, An Asian American Reckoning	December	OFD: Ann Gronowski	P&I All Employees	16

Program Participation

- Average feedback rating for programs: 3.7 on scale of 1 (poor) to 4 (excellent)
- 74 faculty have attended 1 or more programs
- Average attendance for programs: 16

Junior Faculty Support

- Junior Faculty Mentoring Program
 - Mentoring activity
 - 20 mentor meetings (Increase of 10) have occurred for 8 faculty members
 - 10 faculty have formed new mentor committees in 2021
 - 25 faculty are active in mentoring program
 - Individual faculty career consultations held by Vice Chairs of OFD
- OFD Virtual “Coffee” Zoom with Junior Faculty: 1 session held

4. Communication

- Newsletter: Monthly; Content includes upcoming OFD programs, new faculty recognition with bio sketch; faculty feature, university-wide faculty development programs; social media highlights; Archived here:
<https://pathology.wustl.edu/office-of-faculty-development/ofd-newsletter-archive/>
- OFD Website maintained continuously
<https://pathology.wustl.edu/office-of-faculty-development/>
 - All program resources posted on OFD web pages
 - Library of CEP and personal statement examples available on website
 - Current pictures of OFD activities added to Website
 - OFD Diversity, Equity & Inclusion page linked to P&I main site
 - Added Wellness Resource page also linked to P&I main site and Office of Education page
 - 2020 Annual report made available on site

Social Media and websites

- P & I Twitter @WUSM_pathology
- Yearly Twitter statistics
 - 330 plus tweets
 - 1900 followers (an increase of 1000 over 2020)
 - 5400 Engagements (The total number of interactions-retweets, replies, quotes, and likes-received for the tweets published in the selected time frame)
 - 5600 clicks (The number of clicks on all Ow.ly links and vanity URLs included in the tweets published during the selected date range)
- Highlighted research, achievements, cultural items, new faculty, and trainee content
- Sponsored new trainee social media kick-off. Provided SWAG to all who followed P&I Twitter account

Promoting OFD & Pathology & Immunology

- “SWAG”: coffee mugs, pens, safety lights, wireless charger provided to all who contribute efforts towards OFD

5. Faculty Recruitment

- Vice Chairs interview all candidates
- Provided all faculty recruits an information packet and OFD SWAG
- Developed Recruitment Best Practices document to standardize process: plan implementation in 2022

6. Onboarding

- New onboarding standard operating procedure with checklist developed and implemented
- Meeting held for division secretaries and administrators to review onboarding process
- P & I New Faculty Orientation held in January of 2021 and August of 2021
- Hosted New Faculty Welcome Breakfast open to all faculty after August orientation
- Assigned all new faculty with “buddies” for 1:1 guidance
- Vice chairs met with all new faculty within 2 months of start date

7. Promotion Process

- CEP workshop (Listed under programs)
- Faculty Promotion & Incentive Plan
- Clinician and Research criteria completed and in use

8. Improving Culture

- Cortex Site Visit, June 1-2, 2021
- Faculty climate survey November 2021
 - November 2021. 79 responses/117 sent/67% response rate
 - February 2020. 60 response/109 sent/55% response rate.
- Department video of faculty and staff created and shared with department

Diversity

- DE&I training sessions
 - Diversity 3.0 January 11 2021
 - Diversity 4.0 February 25 2021
- Grand Rounds presented by Vicky Fraser, MD, May 2021
Inclusion, Diversity and Gender Equity are Key Elements of Academic Success
- Diversity Book Discussions
 - Medical Apartheid, March 30, 2021
 - Stonewall Reader, June 2021
 - About Us: Essays from the Disability Series of the New York Times September 21
 - Minor Feelings, An Asian American Reckoning, December 8, 2021
- Pride Month: June 2021
 - Week 1 Hosted group viewing of Stonewall Forever
 - Week 2 Hosted Book discussion: Stonewall Reader
 - Week 3-5 Highlighted Mo History Program’s Oral Histories, Outmed/Allyship, Documentary: State of Pride
- Recognition of major holidays of different cultures via twitter:
 - Passover
 - Easter
 - Juneteenth
 - Eid al-Fitr (which is celebrated after Ramadan) and Eid al-Adha: July 31
 - Rosh Hashanah: Sept 18
 - Diwali: November
 - Hanukah: December
 - Christmas: December

- Kwanza: December

9. Recognition

- 2nd Annual Awards Program
 - Awards Selection Committee Members: Ali Ellebedy, Jo Anne Humphries, Joe Corbo, Melanie Yarbrough, Viju Padamanabhan, Ann Gronowski, Carey-Ann Burnham, Chris Nelson
 - 45 nominations received
 - Recognized 9 Faculty & Leader Awards; 3 Staff Awards; 2 Department Head Special Recognition Awards, P & I Milestone years of service and yearly promotions
 - Hybrid ceremony with 70 attendees in person and 80 virtually. Reception with 50 in attendance.
 - Awards Ceremony Program Book
- Faculty acknowledgement: Hand-written notes for accomplishments and to those who volunteered time on OFD initiatives
- Recognize faculty achievements & research on P & I Twitter account
- Faculty Feature in newsletters: 10 faculty highlighted
- OFD co-chairs participated with the department leadership team in the revision of the P&I department mission enhancement incentive program
- Faculty Features: Highlighted 10 faculty members in monthly OFD newsletters

10. OFD Program Manager participated in departmental committees:

- Branding refresh committee
- Onboarding committee
- Remote and hybrid work arrangement guidelines for staff

11. Program Planning for 2022 in Progress

January

Jan 25, 1-2 pm Professionalism Remediation in Graduate Medical Education, Dominique Cosco

February

Feb. 3: LGM Grand Rounds in conjunction with OFD:

Conduct Unbecoming: A Professionalism Case Discussion, Eva Aagaard

Feb. 3: 2022 Curriculum development

Feb 16:

The Institutional Biological & Chemical (IBC) Safety Committee: What is its role and preparing a successful IBC Protocol, Scott Handley, and Susan Cook

March

March 1: Supporting Mental Health and Productivity in Lab (Journal Club) Mark Zaydman

March 3: Co-Sponsor Spotlight on Women in Medicine and Science with Pediatrics and several other WUSM departments

March 23: Book Club: Topic African American experience

CEP:

March 15: CEP Didactic

March 29: CEP Review

April 6: CEP Review

April

Teaching Perspectives—Steve Taff

Part 1: Friday, April 15

Part 2: Monday, April 25

April 26: Improved faculty and administrative staff utilization.

Appendix

Best Practices for Pathology & Immunology Faculty Recruitment

Purpose:

1. To provide as a consistent experience as possible among applicants
2. To ensure all University guidelines are adhered to

Itinerary Development

Utilize Template and Include:

- **General Information**
 - Applicant's name, degree and current position & institution
 - P&I position for which being considered
 - Photos: applicant's and interviewer
- **Activities**
 - Tours, Grand Rounds, or other presentations
- **Accommodations**
 - Hotel, address, phone number and confirmation number
- **Transportation**
 - Flight information and arrival time
 - Ground transportation information
- **Name of morning greeter and location**
- **Department contact information**
 - Name of faculty and administrator, cell phones numbers and emails.
- **Interview details**
 - Time slot
 - Interviewer's office number
 - Include Zoom information if applicable
 - Schedule last interview with a faculty member comfortable with wrapping up
- **Breaks**
 - Mid-Morning: 15-minutes
 - Lunch: 45 minutes – 1 hour
 - Presentation: allow 15 minutes for preparation
 - Mid-Afternoon: 15-minutes

Calendars

- **Send Outlook invites to all interviewers**
- Attach itinerary to Calendar
- Attach CV/Cover letters to Calendar
- Add meeting location to calendar

Best Practices for On-Campus Interview

- **General**
 - Interviews should be held in Interviewer's offices
 - Interview panel: Composition should include diversity and OFD

Administrator to guide applicant from office to office-dress comfortably

- **Before Visit**

- Make Hotel and ground transportation reservations
 - Inquire about any dietary needs or accommodations
 - Provide interviewers with HR list of acceptable and unacceptable questions (???)
 - Provide Itinerary to applicant, interviewers, and other appropriate people.
 - Provide any other materials deemed necessary
 - Notify OFD Program Manager of interview dates

- **Meal Arrangements**

- Catering for on-campus meals

- 1. Confirm meal guest list. Request dietary restrictions or for small groups offer meal options.
 2. Schedule room
 3. Choose on-site catering or restaurant delivery.
 4. Confirm in advance deadline to place catering order.See addendum A and B for list of direct bill vendors and tax-exempt letter.
 5. Order entrees and beverages for each person in attendance. Consider a variety of offerings: include vegetarian, meat, non-pork choices and salads.

- Pathology & Immunology Restaurant Direct Billing Set-up Instructions

- 1. Arrangements must be made with individual restaurants for direct billing of Pathology & Immunology meal expenses. All events should be conducted within the guidelines of the Washington University School of Medicines Business Entertainment Policy. <https://finance.med.wustl.edu/policies-procedures/entertainment-recruitment-gift-travel-floral/>
(See addendum A for direct bill restaurants)

- 2. Business meals, which include food and beverages served at meetings, typically include WashU employees and may include other invited guests. If incurred, alcoholic beverages must be separately identified and charged to Alcoholic Beverages (Non-Travel).

- 3. Please note expenses exceeding \$100 per person are not allowable without prior approval from the Dean's Finance Office.

- 4. When making reservations at a restaurant that will bill Pathology & Immunology directly, provide the restaurant contact (see individual restaurants) with the following information:

- a. Tax exempt status (send exemption certificate if requested).

- (See Addendum B)**

- b. Name on the reservation (typically the host).

- c. Tip amount (varies from 18%-20%).
 - d. Any food or alcohol restriction (usually there are no restrictions unless meal covered by grant).
 - e. Specify to whom the restaurant should send the itemized receipt and invoice (with an invoice number).
 - f. The server should also provide an itemized receipt to the Pathology & Immunology meal host at the conclusion of the meal.
 - g. The host should give this receipt to the assistant.
5. If direct bill arrangements are not possible at a restaurant where the Chair or faculty host wishes to hold a dinner party, it will be possible to pay for Pathology & Immunology dinner parties at local restaurants using a procard. This must be pre-approved by Dr. Cote.
- a. This is optimal to faculty charging the meal to their personal credit card as the meal should be charged as tax exempt.
6. If the Chair or faculty host pays for the dinner party with his/her personal credit card, the meal should also be tax exempt and the tax exempt certificate/card should be presented to the restaurant at time of payment.
7. When making reservations at a restaurant that will bill to a procard, provide the restaurant contact (see individual restaurants) with the following information:
- a. Tax exempt status (send exemption certificate if requested).
 - b. Name on the reservation.
 - c. Tip amount (varies from 18%-20%).
 - d. Any food or alcohol restriction (usually there are no restrictions).
8. When submitting receipts for payment (direct bill) or approval (procard), note the names of attendees, the reason for the dinner and indicate which fund is to be charged on the itemized receipt.

- **During Visit**

- Store coat and personal belongings in a secure area
- Provide coffee and/or water
- Provide restroom location and offer restroom break prior to starting interviews
- OFD Vice Chair to provide OFD Recruitment packet and SWAG during their interview slot

- **End of Visit**

- End interview day with faculty member who will be comfortable with wrapping up interviews
- Escort to hotel/transportation

- **After Visit**
Send thank you email with instructions on submitting any expenses and W-9 if needed.

Best Practices for Zoom Interview

- **Before Visit**
Schedule Zoom with waiting room activated
Administrator will be Zoom host
Send link to all involved in Outlook Calendar
Provide itinerary to recruit, interviewers, and other appropriate people
Notify OFD Program Manager of interview date and applicant's personal mailing address
OFD to ship SWAG and recruitment packet
- **During Visit**
Administrators remain on conference all day in the main conference room
Set virtual background to various St Louis scenes. As time allows explain the various scenes. Change several times throughout the day.

Start Zoom Meeting

Greet recruit:

- Allow 10 minutes to introduce yourself, review the day's process including that the recruit will return to main conference room between interviews, allow for any questions
- Ask recruit if ready to begin

Interview process: Breakout Room

- Admit faculty member and introduce to the recruit. Remind of meeting length (30, 45, 60 min etc.)
- Move both into a breakout room so they can talk in private. Admin will remain in main conference room.
- 2 minutes before end of time send a message that their time together is coming to an end.
- Once interviewer has signed out, give recruit a few minutes to gather self before the next interviewer is admitted.

Repeat

- **End of Visit**
Schedule last interview with a faculty member comfortable with wrapping up. If needed, give final interviewer Zoom host privileges.
- **After Visit**
Send a thank you email.

Standard Operating Procedure

Date:

For: P & I Faculty Onboarding

Revised: _____

Responsible Group: Department & Division administrators/OFD

Revised: _____

Purpose: To provide a welcoming environment to new faculty with the needed administrative support and resources to assume faculty duties within the first 30 days with extension through first year to ensure adequate support for faculty development.

Scope: Onboarding requires the coordinated efforts of leadership, division staff, business office and the Office of Faculty Development.

Procedure:

Action	Responsible party
Onboarding checklist (see addendum #1) is initiated upon acceptance of offer	Department Head's Executive Administrator
Onboarding checklist for laboratory transfer-in (see addendum #2) TBD	Director, Research Administration & Facilities Management
First 2 weeks after start date onboarding to remain under single administrator	Division Chief's Administrator
On 3-4 th week transfer onboarding to assigned assistant with review of completed tasks.	Division Chief Administrator
Complete all remaining administrative tasks Notify OFD Program Manager when completed	Assigned assistant
Monitor checklist to ensure the process is progressing. If not progressing, communicate with the assigned assistant for help as needed.	Division Chief Administrator
OFD resumes monitoring for faculty development guidance once all administrative tasks complete	OFD Program Manager
Onboarding feedback survey	OFD Program Manager
Survey reviewed for follow-up needs	OFD Program Manager

Faculty Onboarding Checklist

Faculty Name (include degrees) _____ Start Date _____

Division _____ Rank _____ Track _____

WUSM Job Roles _____

Assigned Division Assistant _____

Task	Responsible Party	Completed	N/A	Notes
Upon Acceptance of Offer				
Notify of hire & send CV to: Julie Gutierrez, division, OFD Program Manager, Entire leadership Team.	Blerina Cuka			
Department level welcome email sent to new faculty.	Blerina Cuka			
Clinical Operations Manager for building/office assignment	Blerina Cuka			
Employee number WUSTL key WUSM Badge Email	HR (Jenny Adams or Ann Winn)	Workday		
BJH/BJCH/SLCH Privileges Badges once privileges complete	Blerina Cuka			
Credentialling	Amanda Marstolf			
Liability Malpractice Data	Amanda Martsof			
Relocation tasks	Blerina Cuka			
I-9	Blerina Cuka			
Medical Licensure	Sue Johnson			
Send Division introduction email	Division Chief Executive Assistant			
Determine assistant/secretarial support	AMP/NP/LGM: Julie Gutierrez IMB: JoAnne Humphries			
Contact: WU IT- Chris Swan HR (Jenny Adams) <ul style="list-style-type: none"> • Provide office location & phone # 	Division Chief Executive Assistant			

<ul style="list-style-type: none"> Add faculty to email distribution lists 				
<p>Electronics: Order computer (Desktop or Laptop)</p> <p>Webcam</p> <p>label printer</p> <p>Obtain Access to poster printer (if applicable)</p>	<p>Division Chief Executive Assistant</p> <p>AMP: Billie Charlton</p> <p>LGM: Chris Berry</p> <p>IMB: J. Humphries</p>			
Microscope & Camera (AMP)	Division Chief Executive Assistant			
<p>Check Office/lab for:</p> <ul style="list-style-type: none"> Check carpet and walls for any needed repairs. Submit facilities request as needed Lights functional Blinds functional Office door signage sign.shop@bjc.org Chairs/furniture Door keys File cabinet keys Request cleaning service from housekeeping Stock office with basic supplies and WUSM P&I branded gifts 	Assigned assistant			
<p>Equipment set-up</p> <ul style="list-style-type: none"> Computer set-up Computer connected to Internet Connected to printer and print tested 	Assigned assistant/IT			
<p>Phone (Kim Caves for phone work orders)</p> <ul style="list-style-type: none"> Is there a phone line in the office? Disconnect current phone # Obtain new phone number Voice Mail set up 	Assigned assistant			

<ul style="list-style-type: none"> • Phone display with correct faculty name • Obtain long distance code for international calls 				
Dept. faculty/assistant list: Notify Billie Charlton of faculty's assigned assistant	IMB: J. Humphries Julie Gutierrez			
Update & distribute new faculty/assistant list to dept	Billie Charlton			
Prepare small binder with the following items for the new faculty person <ul style="list-style-type: none"> • Trainee photos • Miscellaneous phone lists • Faculty support list • Campus Map 	Assigned assistant			
Prepare a folder with: <ul style="list-style-type: none"> • Copy of medical licenses • Scan license and store in X drive • CV • Biosketch 	Assigned assistant			
Alert mail staff/set up in-house mailbox	Assigned Assistant			
Lobby & door signage: Contact sign shop: sign.shop@bjc.org	Assigned assistant			
Set up Prof Fund Account and Zero Fund number For IMM, LGM, Cyto: Lynn Coats For AMP, NP, WUPI: Sobia Shahab	Division Chief Executive Assistant			
Assign Grant Team Administrators Pre-award Obtain list of grants/contracts to transfer to WU, copies of the grants/contracts/progress reports/NoAs. Set up eRA Commons affiliation. Work with contacts at previous institution and grant agencies the on transfers.	JoAnne Humphries & Jennifer Lackner			

Guide PI to complete all required research compliance and protocol submissions.				
Week before 1st Day				
Communicate final instructions to new faculty member for 1 st day. (Parking & meeting location, etc.)	Blerina Cuka or assigned person			
Last check for office set-up	Assigned Assistant			
Email to department announcing arrival	Blerina Cuka			
Put list of Conference schedule in office	Assigned Assistant			
1st and 2nd Day				
Greeted upon arrival	Blerina Cuka			
Assign available leadership to join for coffee or similar activity.	Blerina Cuka			
Taken to get badge (WUSM) and insure badge access	Blerina Cuka			
Introduced to division chief executive assistant.	Blerina Cuka			
Introduced to assigned assistant.	Division Chief Executive Assistant			
Tour of bathrooms, conference rooms, emergency exits, mailboxes, supply room	Assigned faculty assistant			
Arrange Chief Resident to give clinical lab tour, if needed	Division Chief Executive Assistant			
Research track: Arrange Chief Resident to provide tour of the research labs, common areas, shared equipment, emergency showers, etc	Division Chief Executive Assistant			
Lab coat order Order from LIPIC Only	Division Chief Executive Assistant			
Assist with scheduling WUSM photo-Needs to wear branded lab coat	Division Chief Executive Assistant			
Identify supply needs/order as needed	Division Chief Executive Assistant			
1st – 2nd Week				
Schedule Billing/coding training with Lauri Thienes	Division Chief Executive Assistant			
Schedule meeting with appropriate division	Division Chief Executive Assistant			

administrator AMP/NP: Sobia Shahab LGM/IMB: Lynn Coats				
Schedule Copath training & installation	Division Chief Executive Assistant			
Voicebrook & Training	Division Chief Executive Assistant			
EPIC Training Arranged	Blerina Cuka assigns role			
QGenda (AMP) Notify Lisa Taylor	Division Chief Executive Assistant			
MyDay Training Arranged (TBD)	Division Chief Executive Assistant			
Business cards order instructions found at https://publicaffairs.med.wustl.edu/items/business-cards-letterhead/	Division Chief Executive Assistant			
Verify WUSM Web profile completed	Division Chief Executive Assistant			
Purchasing Process: Department travel guidelines Preferred Suppliers Marketplace Fed-Ex Shipping	Division Chief Executive Assistant			
Compliance Profile: complete or renew with help of Jennifer Lackner	Division Chief Executive Assistant			
Schedule PARS Training through Learn@Work	Division Chief Executive Assistant			
Post arrival on department Twitter Account	OFD Program Manager			
Send Outlook invitations for all recurring meetings	Division Chief Executive Assistant			
1st Month				
Introduction in OFD Newsletter	OFD Program Manager			
Assign a Faculty Buddy	OFD Vice Chairs			
Schedule for OFD New Faculty Orientation & New Faculty Breakfast	OFD Program Manager			
Schedule for Faculty Affairs New Faculty Orientation	OFD Program Manager			
Schedule quarterly "check in" meetings with division chief	OFD Program Manager			Schedule for 12 months out. 4 meetings

Register with continuing education	OFD Program Manager			
Review HR & Recruitment process for labs	JoAnne Humphries			
Check all training has been completed or scheduled	Assigned Assistant			
Schedule 30 min meeting with VC faculty mentoring/advancement	OFD Program Manager			Schedule for 2-3 months after arrival
6 Months				
Form Mentoring Committee	OFD Vice Chair Carey-Ann Burnham			
Ask faculty to Review Academic Incentive Plan	OFD Program Manager			
Assist faculty with WUSM CV/CEP update	OFD Program Manager			
Review annual review template & resources	OFD Vice Chair Ann Gronowski			
Review promotion process	OFD Vice Chair Ann Gronowski			
Onboarding Feedback Survey	OFD Program Manager			
12 months				
1 st mentor meeting has been scheduled	OFD Program Manager			

Office of Faculty Development “Officers”

The goal of the P&I OFD is to create a thriving and diverse department with professionally happy and healthy faculty who are productive, well recognized, and respected within the Washington University School of Medicine and within Academic Pathology & Immunology worldwide. Our core values are Excellence, Respect, Inclusion, and Diversity. <https://pathology.wustl.edu/office-of-faculty-development/>

The P&I is seeking “officers” to work with OFD to support the goals and core values of the office. Officers will have a 1 year appointment, with the possibility of renewal. Officers will work on a specific programming initiative or content area (see below) and will enhance representation and diversity of the OFD across the divisions and career pathways of the department.

The OFD and all of the officers will meet monthly. Individual officers may meet with the OFD Vice-Chairs more frequently as needed. The officer will provide input to OFD in their area and will also participate in OFD programming or events that relate to the area of the officer.

Faculty at all ranks and in all tracks are eligible to serve as OFD officers. This is an excellent opportunity for leadership experience and to get involved in the Department. If you are interested in serving in one of these positions, please notify Carey-Ann Burnham and Ann Gronowski by January 29, 2021 using this submission form LINK, including a brief statement describing your interest in and goals for the position. Please contact Carey-Ann or Ann if you have any questions.

Officer Roles:

Junior Faculty Officer (Candidate must be Instructor or Assistant Professor)

Mid-Career Faculty Officer (Candidate must be Associate Professor, or Professor within 2 years of appointment)

Diversity Officer

Onboarding/New Faculty Liaison

Member-at-Large (up to 2)

Faculty Engagement and OFD Events Officer

Website and Social Media Liaison

Research Liaison

2021 OFD Officer Program

OFD High Priority Items

CEP session-Next year have review on a different day, and have two different days/times set up for this
Writing accountability groups (WAGS)- CAB
Junior Faculty Forum-OFD + Division Chiefs **and Yang Cao**
Mid-career mentoring/mentoring committees
Set up Zoom with OFD and Associate Professors, discuss leadership development
Trainee Research Day—include PhD and Postdocs + Immunobiology
OFD meet with TRD committee
Improving connections to research track faculty

Officer High Priority Items

Website—theme pages (identify themes): **Mark Watson, Ian Hagemann, Jackie Payton**

Teams/slack pages by interest group complementary to website, common translational research interests, discussions: **COVID (e.g., serology)**

Color code signs for door busy/come back later vs knock, etc: **Suzie Thibodeaux, Kilannin Krysiak**

Weekly “Water Cooler” gatherings

 Informal gatherings/topical/themes

 Junior faculty/informal, safe space to brainstorm

 Weekly (?) or other interval, advertise topic in advance (informal)

Specific Aims Page Library: **Send to Janet**

Resources for meetings in a COVID world

 Hybrid meetings

 Accessibility to folks who may not be able to attend in person, quarantine, working off site

Checklist/tip sheet for New Faculty Buddy

Onboarding officers: **Ian Hagemann, Julie Neidich**

Ongoing refinement of Onboarding Checklists: **Kilannin Krysiak**

Update/modify mentoring committee document and charter: **Yang Cao, Mark Watson**

Diversity journal club

Officers look for and nominate appropriate articles: **Chris Farnsworth, Julie Neidich**

Create a “scorecard” or “bingo” where people who attend programming work towards a professional development certificate: **Suzie Thibodeaux (willing to be co/helper), Yang Cao**



Department of Pathology & Immunology Promotion Criteria Guidelines--Research Track

Faculty on the Research Track are involved in basic biomedical investigation, clinical, and/or educational investigation and must meet a standard of excellence based upon research accomplishments. The primary focus of Research Track faculty is to facilitate and support the overall research mission of Washington University, rather than to develop independent programs. In this capacity, Research Track faculty typically conduct research in collaboration with other investigators or groups of investigators. They provide the experience, expertise and leadership needed for the efficient running of core laboratories and are frequently responsible for introducing novel and technically demanding research technologies and making them available to a broad range of faculty.

All Research Track faculty will receive one-year renewable appointments. Written notice that an appointment is not to be renewed shall be given to the faculty member in advance of the expiration of his/her appointment in accordance with Section IV.B.4 of the Academic Freedom, Responsibility, and Tenure document. Notice of renewal that is different from the default requirements of Section IV.B.4 may be agreed to in writing between a department and a Research Track faculty member.

Excellence in research is the major criterion for appointment and promotion for faculty on the Research Track, although other activities may also be considered. More specific criteria for appointment and promotion to each rank on the Research Track are set forth below.

Criteria	APGAR Document Criteria	Examples of Metrics for Assistant Professor Note: these are examples, this is not a checklist	Examples of Metrics for Associate Professor Note: these are examples, this is not a checklist	Examples of Metrics for Professor Note: these are examples, this is not a checklist
Scholarly Activities	Authorship of original publications in peer reviewed journals. The number of publications is considered; however, of more importance is the quality of the body of work as evidenced by the sources of publication and by the national and international impact on the contributions. This scholarly recording of the investigator's work	<ul style="list-style-type: none"> Contributions to basic, clinical, or translational research Development of new methods or technologies (e.g. named co-inventor on a patent, listed as key contributor in OTM) 	<ul style="list-style-type: none"> Contributions to basic, clinical, or translational research Development of new methods or technologies (e.g. named co-inventor on a patent, listed as key contributor in 	<ul style="list-style-type: none"> Contributions to basic, clinical, or translational research Development of new methods or technologies (e.g. named co-inventor on a patent, listed as key contributor in OTM new technology filings)

Criteria	APGAR Document Criteria	Examples of Metrics for Assistant Professor Note: these are examples, this is not a checklist	Examples of Metrics for Associate Professor Note: these are examples, this is not a checklist	Examples of Metrics for Professor Note: these are examples, this is not a checklist
	<p>is the major criterion that establishes academic credibility. Research Track faculty are expected to have significant intellectual contributions to this work but are not expected to have initiated and lead the research effort.</p> <p>a. Contributions to programs that have extramural peer-reviewed financial support for basic and/or clinical investigation. Research Track faculty are expected to have made important contributions to successful grant applications, though not necessarily as the Principal Investigator.</p> <p>b. Other evidence of research and scholarly accomplishments that may be considered include authorship of textbooks, book chapters and scholarly reviews acknowledged in the specialty, as well as authorship of “nontraditional” educational</p>	<p>new technology filings)</p> <ul style="list-style-type: none"> • Co-author of peer-reviewed publications (not necessarily first or last author) • Contributions to grant applications (e.g. providing data) 	<p>OTM new technology filings)</p> <ul style="list-style-type: none"> • Contributions to grant applications (e.g. providing data) • Co-investigator or principal investigator of industry sponsored funding • Co-author of peer-reviewed publications (not necessarily first or last author) • Leadership of a Core Facility, program, or departmental initiative • Special consideration would be given to publications in which faculty are first or last author • Evaluation of Scopus h index 	<ul style="list-style-type: none"> • Contributions to grant applications (e.g. providing data) • Co-author of peer-reviewed publications (not necessarily first or last author) • Co-author of research, chapters, reviews, or textbooks • Participation or leadership in multicenter studies • Co-investigator or principal investigator of industry sponsored funding • Evaluation of Scopus h index • Development of nationally recognized database or research software

Criteria	APGAR Document Criteria	Examples of Metrics for Assistant Professor Note: these are examples, this is not a checklist	Examples of Metrics for Associate Professor Note: these are examples, this is not a checklist	Examples of Metrics for Professor Note: these are examples, this is not a checklist
	materials (such as health agency publications and computer programs) or research materials (such as development of databases and research software).		<ul style="list-style-type: none"> • Development of database or research software 	
Evidence of Local, Regional and National Recognition	Evidence of Local, Regional and National Recognition	<ul style="list-style-type: none"> • Reviewer for peer-reviewed journals 	<ul style="list-style-type: none"> • Invitation as a speaker at meetings • Invited to draft a review article • Editorial review assignments • Co-organizer of regional, national, and international meetings • Reviewer for peer-reviewed journals • Participation on university committees (such as IRB or IBC) 	<ul style="list-style-type: none"> • Invitation as a speaker at meetings • National awards for research or innovation • Election to membership and positions of leadership in professional societies • Editorial board member, reviewer for peer-reviewed journal • Membership on study sections (local, regional, or national) • Consultative positions with various government and private agencies (e.g., study sections, foundations,) • Co-organizer of regional, national, and international meetings

Criteria	APGAR Document Criteria	Examples of Metrics for Assistant Professor Note: these are examples, this is not a checklist	Examples of Metrics for Associate Professor Note: these are examples, this is not a checklist	Examples of Metrics for Professor Note: these are examples, this is not a checklist
				<ul style="list-style-type: none"> • Editorial board member, reviewer for peer-reviewed journal • National reputation as an expert in field of investigation • Nationally recognized for investigative excellence in his/her field
Administration & Teaching	Administration and teaching (including mentoring) in Medical School, hospital, departmental, divisional, program, or University activities are not obligatory responsibilities for Research Track faculty but can nonetheless be considered as a positive factor in promotion.	<ul style="list-style-type: none"> • Teaching postdocs, graduate students and lab techs 	<ul style="list-style-type: none"> • Teaching postdocs, graduate students and lab techs • Teaching or assisting (lectures, courses, seminars) • Mentorship (mentor for medical student, graduate student, clinical or postdoctoral fellow or junior faculty research projects, thesis committee member) • Speaking to lay populations about 	<ul style="list-style-type: none"> • Teaching postdocs, graduate students and lab techs • Participation as a mentor in training grants or K-awards • Mentorship of junior faculty (a primary mentoring relationship, including formal documentation of mentoring) • Teaching awards • Quality may be measured by evaluations and success of the courses/programs

Criteria	APGAR Document Criteria	Examples of Metrics for Assistant Professor Note: these are examples, this is not a checklist	Examples of Metrics for Associate Professor Note: these are examples, this is not a checklist	Examples of Metrics for Professor Note: these are examples, this is not a checklist
			field of research or expertise	for which the faculty member was a leader. <ul style="list-style-type: none"> • Publications with mentees



Department of Pathology & Immunology Promotion Criteria Guidelines--Clinician Track

Background from APGAR document

The Clinician Track provides a mechanism for recognizing and rewarding faculty at WUSM who excel in one or more of the areas of patient care, education, administrative and research functions that assure the delivery of excellent patient care through current practice and/or by training future clinicians. Faculty members on the Clinician Track will have professional skills and knowledge necessary for superior clinical efforts and/or Assistant Professors on the Clinician Track will receive one-year renewable appointments. Written notice that an appointment is not to be renewed shall be given to Instructors and Assistant Professors in advance of the expiration of their appointments in accordance with Section IV.B.4 of the Academic Freedom, Responsibility, and Tenure document. Associate Professors on the Clinician Track will receive rolling four-year appointments renewable annually. Written notice that an appointment is not to be renewed shall be given to Associate Professors at least three years in advance of the expiration of their appointments. Full Professors on the Clinician Track will initially receive rolling five-year appointments renewable annually; after 10 years as a Professor, the faculty member will receive rolling six-year appointments renewable annually. Written notice that an appointment is not to be renewed shall be given to full Professors holding five-year appointments at least four years in advance of the expiration of their appointments; five years advance written notice is required for full Professors holding six-year appointments. Essential criteria for promotion for faculty members on the Clinician Track are superior clinical skills and recognition, and involvement in the teaching mission of the Medical School. Faculty are strongly encouraged (but not required) to engage in scholarly activities that contribute to the advancement of medicine or teaching, and will be expected to effectively carry out their administrative responsibilities. More specific criteria for appointment and promotion to each rank on the Clinician Track are set forth below.

Background considerations for Department of Pathology & Immunology

Faculty members on the Clinician Track will have professional skills, attitudes, and knowledge necessary for superior clinical efforts and/or educational leadership and will be evaluated on the basis of their individual skills and **unique contributions** to the University and beyond. Advancement in faculty rank, or promotion, on the clinician track requires **building an internal and external reputation for exceptional clinical skills and recognition for exceptional educational performance**. There are many pathways to develop this reputation for excellence in a clinical niche, with scholarly activity being the central hub connecting these pathways. Some examples include recognition of skills by local colleagues and trainees, publications, leadership positions on internal and external committees, participation in externally funded research, and successful collaborative accomplishments in professional groups or organizations. Building a reputation to support promotion is hard work and requires efficiency in clinical, educational, and administrative roles, passion for being in the academic environment, collaboration, and cooperation.

Criteria	APGAR Document Criteria	Examples of Metrics for Associate Professor Note: these are examples, this is not a checklist	Examples of Metrics for Professor Note: these are examples, this is not a checklist
Clinical Excellence	For appointment and promotion to this rank, faculty are expected to be outstanding clinicians in their respective fields, have achieved sufficient reputation that they receive referrals of challenging clinical problems from physicians and/or professional colleagues and other institutions in St. Louis and regionally, and to be competent to provide a level of care or service that is regarded as outstanding in comparison to their peers. At the time that appointment or promotion is being considered, opinions on clinical performance will be gathered from senior faculty members and other physicians and/or health professionals and trainees who have interacted with the candidate and can judge his/her abilities. The evaluation of clinical excellence also includes recognition of unique clinical expertise as determined by superior performance of consultative services (intensive care units, interventional radiology, rehabilitation, prevention etc.)	<p>Reputation as clinical expert</p> <p>Leadership roles related to clinical expertise</p> <p>Role in development of innovative models of care delivery</p> <p>Professional attitude and interactions</p> <p>Invitations to speak on topics related to area of clinical expertise</p> <p>Active role in professional organizations related to clinical expertise</p> <p>Service on guideline or policy committees relevant to area of clinical expertise</p> <p>Awards for contributions or innovations in the area of clinical expertise</p> <p>Role in development of guidelines or protocols for clinical care</p> <p>Publications (including original research, chapters, reviews, textbooks) in area of clinical expertise</p>	<p>Visiting professorships and invitations to speak nationally or internationally on topics related to area of clinical expertise</p> <p>Leadership roles in national or international professional organizations related to area of clinical expertise</p> <p>Service on national or international committees developing guidelines or policy related to area of clinical expertise</p> <p>Editor of a journal in area of clinical expertise</p> <p>National awards for contributions or innovation related to area of clinical expertise</p> <p>Having a critical role in defining a new field</p> <p>Developing protocols or methods that influence the standard of care</p>

			<p>Publications demonstrating cognitive or technical expertise in a clinical area</p> <p>Professional attitude and interactions</p>
Teaching and Education	<p>Excellence in teaching and leadership in education is an important consideration for promotion to Associate Professor on the Clinician Track.</p> <p>Teaching and leadership in education can take many forms and includes involvement in curriculum and course development, curricular review, innovations in teaching and assessment methodologies, course management, educational program management, teaching of medical students, residents, fellows, and graduate students in a classroom setting as well as one-on-one on the inpatient wards and in outpatient clinics. Evaluation of teaching and educational activities should be supported by a teaching portfolio (see Appendix B) and should include the following:</p> <p>a. Objective, systematic evaluation by students, residents, and fellows trained by the faculty member.</p> <p>b. Objective, systematic evaluation by faculty within the department</p>	<p>Didactic Teaching (lectures, CME courses, grand rounds, professional development programs, seminars).</p> <p>Mentorship (mentor for medical student, graduate student, clinical or postdoctoral fellow or junior faculty research projects, thesis committee member)</p> <p>Medical school curriculum development</p> <p>Clinical teaching</p> <p>Administrative teaching leadership role (e.g. residency or fellowship director, course or seminar director or co-director)</p> <p>Quality may be measured by evaluations and success of the courses/programs for which the faculty member was a leader.</p> <p>Publications with mentees</p> <p>Development of new teaching materials</p>	<p>Participation as a mentor in training grants or K-awards</p> <p>Mentorship of junior faculty (a primary mentoring relationship, including formal documentation of mentoring)</p> <p>Teaching awards</p> <p>Quality may be measured by evaluations and success of the courses/programs for which the faculty member was a leader.</p> <p>Publications with mentees</p> <p>Medical school curriculum development</p> <p>Development of CME programs</p> <p>Creation of online teaching resources</p>

	and by faculty within other divisions and/or departments in which the candidate has played an active teaching role.		
Scholarly Activities	<p>Scholarly activities are not a requirement for appointment or promotion on the Clinician Track but are strongly encouraged, and any scholarly activities in which the faculty member has engaged will be considered towards appointment or promotion.</p> <p>a. Clinical Research. Clinical research performed should be of high quality, as demonstrated by publications, presentation at national meetings, or other types of recognition on a local, regional or national level.</p> <p>b. Other scholarly activities Appropriate activities in this regard include but are not limited to publication of scholarly reviews, book chapters, and creation of novel computer programs. Curriculum development and implementation of novel teaching or assessment methodologies that generally advance educational goals also are</p>	<p>It is not essential to be awarded extramural grant funding to advance on the clinician track. However, to establish a regional or national reputation in academic, pathology and laboratory medicine, scholarly activity is essential.</p> <p>Basic research</p> <p>Clinical research</p> <p>Translational research</p> <p>Development of new methods or technologies</p> <p>Principal investigator of peer-reviewed funding</p> <p>Co-investigator of peer-reviewed funding</p> <p>Publication of original research that significantly advances the field</p> <p>Evaluation of Scopus h index</p>	<p>It is not essential to be awarded extramural grant funding to advance on the clinician track. However, to establish a regional or national reputation in academic, pathology and laboratory medicine, scholarly activity is essential.</p> <p>Publication of first and senior author original research, chapters, reviews, or textbooks that are recognized as authoritative and are widely used or cited</p> <p>Publication of first and senior author manuscripts that demonstrate the impact of the candidate's innovation on quality of care, clinical outcomes, and/or access to care</p> <p>Funding to conduct research</p> <p>Leadership roles in professional societies including planning scientific meetings</p> <p>Awards for research or innovation</p>

	<p>considered important scholarly activities, particularly if accompanied by assessment and/or dissemination.</p>	<p>Publication of high-impact articles. It is a departmental policy to participate in at least two publications annually.</p> <p>Creation of online teaching resources, local or national</p>	<p>Membership on steering committees</p> <p>Participation or leadership in multicenter studies</p> <p>Authorship of impactful peer-reviewed publications since establishing the rank of Associate Professor. It is a departmental policy to participate in at least two publications annually.</p> <p>Evaluation of Scopus h index</p>
<p>Evidence of Local, Regional and National Recognition</p>	<p>Evidence of Local, Regional and National Recognition This can include</p> <p>a. Invitation as a speaker or visiting professor at other academic institutions. b. Invited presentations at regional and national meetings. c. Membership and positions of leadership in professional societies. d. Editorial board membership and other editorial review assignments. e. Consultative positions with various government and private agencies (study sections, foundations, American Cancer Society, etc.). f. Service as an organizer of regional, national, or international meetings.</p>	<p>Invitations to speak about research</p> <p>Service on editorial boards of scientific journals</p> <p>Leadership roles on research-related committees, such as the human subjects committee</p> <p>Role in planning scientific meetings for professional societies</p> <p>Membership on steering committees or study section committees</p> <p>Appointment to committee on health policy or clinical practice guidelines</p>	<p>Journal editor</p> <p>Service on panels, program development, professional consultation to industry, government, or professional societies</p>

		<p>Editorial board member</p> <p>Manuscript reviews</p>	
<p>Service to the Medical Center, University and Community</p>	<p>Administrative roles in medical school, hospital, departmental, or division activities.</p> <p>b. Service on medical school, hospital, departmental, or division committees.</p> <p>c. Important contribution of service to a clinical laboratory program.</p>	<p>Medical Director of clinical laboratory</p> <p>Study sections</p> <p>Committees such as the human studies or biosafety committee</p> <p>Medical School admissions committee</p> <p>Trainee selection committees</p> <p>Departmental or WUSM steering committees</p> <p>Involvement in Diversity, Equity, and Inclusion initiatives</p>	<p>Appointment or election to Department, School, or hospital leadership committees</p> <p>Appointment to administrative leadership roles</p> <p>Development of material for use by patients</p> <p>Writing for magazines, newspapers, health letters or websites on topics related to area of clinical expertise</p> <p>Speaking to lay populations about health topics related to clinical expertise</p> <p>Leadership in Diversity, Equity, and Inclusion initiatives</p>



Pathology & Immunology

Office of Faculty Development

Awards Ceremony
October 26, 2021

The Department of Pathology & Immunology has a long and rich history of excellence in research, teaching, and clinical service. Achieving departmental excellence is not a solitary act, it involves the efforts of many, many dedicated individuals. This year, as we continue to deal with the COVID-19 pandemic, it is especially satisfying to gather together and celebrate some of the faculty and staff who have made outstanding contributions to our department.



The Office of Faculty Development is grateful to the many individuals who submitted high-quality nominations and to the Awards Committee who had the very difficult job of selecting the award winners.

Please join us in congratulating the 2021 awardees for their dedication and commitment to excellence.

Ann M. Gronowski, PhD
Vice-Chair of Faculty Affairs and Development

Carey-Ann D. Burnham, PhD
Vice-Chair of Faculty Mentoring and Advancement

Awards Committee

Carey-Ann D. Burnham, PhD
Joseph Corbo, MD, PhD
Ali Ellebedy, PhD
Ann M. Gronowski, PhD
Jo Anne Humphries
Chris Nelson, PhD
Vijayalakshmi Padmanabhan, MBBS, MPH
Melanie L. Yarbrough, PhD

Awards Ceremony Program

Welcome

Staff Shining Star Awards

Outstanding Achievements in Leadership and Professionalism Awards

Outstanding Paper of the Year Awards

Excellence in Faculty Mentoring Award

Outstanding Achievements in Quality Improvement Award

Outstanding Contributions to Education Award

Department Head Special Recognition Awards

Promotions

Milestone Years of Service

Daisy J. Daleo

P&I Shining Star Award



Daisy J. Daleo, Clinical Laboratory Manager for the Dermatopathology Center Laboratory and Clinical Support Office, is honored with the staff shining star award. She began at Washington University in June of 2010 and joined Dermatopathology July 1, 2013.

Daisy has truly been a shining star for the department based on her outstanding customer service and leadership in the Dermatopathology Center.

In FY21 Daisy successfully on-boarded over 10 new Dermatopathology Center clients leading to a 142% increase in external case volumes for FY21. Daisy has been a key leader in advancing several department projects to improve customer service and service culture. She and her team implemented a customer relationship management (CRM) software solution with the help of the department's IT team and planning manager. This successful implementation in Dermatopathology was used as a template for implementing in the Clinical Support Office and other laboratories. Daisy has also been instrumental in developing and implementing onboarding and marketing materials with the department's marketing and communication team. She has successfully managed the front office for the Dermatopathology Center, including oversight and management of the courier routes for specimen deliveries, accessioning, and customer service staff. She has represented the Dermatopathology Center on client visits and has played a key role in the department's ability to retain current clients and attract new clients.

These accomplishments are even more impressive since they were achieved while dealing with the staffing and operational challenges during the pandemic. Daisy is a committed team member and provides excellent service to our patients, our clients and her colleagues in the department. She is the true definition of a shining star.

Jennifer (Jenni) Dickinson

Shining Star Award



Jenni Dickinson, Senior Grant Specialist, is honored with the staff shining star award. Jenni joined Washington University in September of 2008 in the Office of Sponsored Research Services. She joined Pathology & Immunology in March of 2014.

Jenni provides financial management support in the Business Office. She takes the initiative to thoroughly review agency guidelines and researches issues/problems from all angles to ensure contracts, budgets, and grants are in compliance and managed appropriately. She is proactive and does not shy away from unfamiliar tasks. She communicates her ideas and concerns in a professional manner and is eager to take on additional projects and to help others.

One of the most remarkable aspects of working with Jenni is that beyond her incredible competency, professionalism, and efficiency, she is a pleasure to work with. She is consistently cheerful, positive, and optimistic. No problem is too difficult to solve, and no task is too large of a burden for her. Jenni interacts extremely well with coworkers, and she can always be counted on to provide the support needed. Jenni epitomizes all the characteristics that are important for us to succeed and is an exemplary example of a shining star. Many traits set Jenni apart, even from some of the very best at WUSM, and we in P&I are lucky to have her as our colleague.

Jordana Stewart

Staff Shining Star



Jordana Stewart, Executive Administrator serving the Division of Neuropathology, is honored with the staff shining star award. Jordana has been with Washington University for 23 years, 19 of which have been in Neuropathology.

Jordana has been an exemplary professional in all her interactions. She is unfailingly prompt and detail oriented and keeps many things running at once with calm professionalism. She is capable of anything assigned to her.

Jordana simplifies the work-lives of faculty and trainees alike. She processes the Foundation One requisitions and tracks down lost cases and/or results of ancillary testing. Until recently, she handled the Neuropathology fellowship communications and ACGME deadlines. Additionally, she helps with the Division's research projects, QI endeavors, Dr. Schmidt's neuropathology Atlas and communicating with the Prion center. In her interactions with other teams including those in Neurosurgery, Neurology, Neuroradiology, Pediatrics, Medical-, and Radiation-Oncology she receives praise for her ability to accomplish any task irrespective of its complexity. She is the face of the Division of Neuropathology for the multitude of rotating trainees, administrators and outside healthcare providers who interact with us daily. We could not ask for a better colleague.

Charles Eby, MD

Outstanding Achievements in Leadership and Professionalism



Charles Eby, MD Professor of Pathology & Immunology in the Division of Laboratory and Genomic Medicine is honored for his outstanding achievements in leadership and professionalism. Dr. Eby serves as Division Chief of LGM, Medical Director of Barnes-Jewish Hospital Clinical Laboratories, and Laboratory Director of AMP Core Labs.

Dr. Eby has served tirelessly in many leadership roles in our department, in addition to his roles as an outstanding clinician, laboratory director, and teacher. He led our department as the interim Chair, deftly keeping the department on track through the time of transition. He led the Division of Laboratory and Genomic Medicine (LGM) through the COVID-19 pandemic, facilitating the successful ramping up of the COVID-19 testing capacity while uniting faculty and staff members in delivering excellent care in all laboratory services. He also took on additional responsibilities as the director of the AMP Core Laboratories. No matter how busy his schedule is, he can always find time to listen to faculty and help others. Dr. Eby is also a gifted educator, and serves as both a laboratory medicine subject matter expert and career mentor to many trainees in LGM.

With his calm and professional demeanor, he has supported team members at times of contentious debate. As a gifted communicator, he helps others build consensus and find common ground. He is fair, never judgmental, and always holds up his standards. Leading by his actions and examples, Dr. Eby has nurtured an inclusive and collaborative culture and working environment in LGM. He will continue to be an inspiration to many.

Julie Gutierrez

Outstanding Achievement in Leadership/Professionalism

Julie Gutierrez, Administrator for Department Operations, manages the clinical administrative support team that provides support for the clinical faculty in the AMP, LGM, and NP divisions.

In her role, Julie is responsible for hiring, training and development of the administrative staff, prioritizing and assigning work assignments, and managing the daily administrative operations of the clinical divisions. Julie has done an exceptional job in this role. She has provided opportunities for her staff to develop through attending training courses in Excel and Administrative Certification classes offered through Human Resources.



Julie is the first person to step up to the plate when work needs to be done, and she willingly gives her support across all areas of the department. Julie has mobilized her team to contribute to trainee and faculty recruitment efforts, supported Trainee Research Day, provided staffing to support clinical laboratories, facilitated office moves for faculty and staff, and supported department-wide events such as the Holiday Party, Year-End, and Welcome Dinners.

During the COVID-19 pandemic, Julie's work has been essential to maintaining clinical administrative operations. Julie worked tirelessly to move administrative staff to remote work, provide essential onsite staffing, distribute masks and hand sanitizer, and fill in any support gaps due to staffing shortages.

In addition to her impressive work ethic, Julie is a caring and considerate leader. She routinely provides emotional support to her staff through calls and texts and social events such as monthly birthday breakfasts for her team. Julie represents compassion, dedication, and commitment in her leadership and we are truly grateful.

Jonathan R. Brestoff, MD, PhD, MPH

Outstanding Paper of the Year



Jonathan R. Brestoff, MD, PhD, MPH, Assistant Professor of Pathology & Immunology in the Division of Laboratory and Genomic Medicine, is honored for his outstanding paper of the year: *Intercellular Mitochondria Transfer to Macrophages Regulates White Adipose Tissue Homeostasis and Is Impaired in Obesity* published in *Cell Metabolism*.

Although obesity is driven by chronic positive energy balance, recent studies indicate the immune system modulates neuroendocrine pathways that govern food intake and energy expenditure. Over the past 10 years, it has become clear that some cell types have the ability to obtain mitochondria from their environment or neighboring cells and then use these "foreign" mitochondria for their own metabolic benefit. However, it remains unknown whether this process of intercellular mitochondria transfer occurs in adipose tissue to regulate weight gain and obesity pathogenesis. Brestoff and colleagues generated adipocyte-specific mitochondria reporter mice and found that the majority of macrophages in fat tissue contain mitochondria that originated in adipocytes and that these macrophages are transcriptionally distinct. To determine how this process occurs, the team performed a genome-wide CRISPR-Cas9 knockout screen, which revealed that mitochondria capture by macrophages is dependent on heparan sulfates (HS). Adipose-resident macrophages downregulate their production of HS in the setting high fat diet (HFD)-induced obesity, and this leads to reduced mitochondria transfer from adipocytes to macrophages *in vivo*. Genetically deleting the rate-limiting enzyme of HS synthesis, *Ext1*, from myeloid cells reduced mitochondria transfer from adipocytes to macrophages, increased fat mass, lowered energy expenditure, and exacerbated diet-induced obesity in mice. Collectively, this study suggests that adipocytes transfer their mitochondria to macrophages as a homeostatic process that supports normal metabolism and that is impaired in metabolic diseases such as obesity.

Brestoff JR, Wilen CB, Moley JR, Li Y, Zou W, Malvin NP, Rowen MN, Saunders BT, Ma H, Mack MR, Hykes BL Jr, Balce DR, Orvedahl A, Williams JW, Rohatgi N, Wang X, McAllaster MR, Handley SA, Kim BS, Doench JG, Zinselmeyer BH, Diamond MS, Virgin HW, Gelman AE, Teitelbaum SL. Intercellular Mitochondria Transfer to Macrophages Regulates White Adipose Tissue Homeostasis and Is Impaired in Obesity. *Cell Metab*. 2021 Feb 2;33(2):270-282.e8. doi: 10.1016/j.cmet.2020.11.008. Epub 2020 Dec 4. PMID: 33278339; PMCID: PMC7858234.

Cheryl F. Lichti, PhD

Outstanding Paper of the Year



Cheryl Lichti, PhD, Assistant Professor of Pathology & Immunology in the Division of Immunobiology, is honored for her outstanding paper of the year: *Identification of spliced peptides in pancreatic islets uncovers errors leading to false assignments* published in *Proteomics*.

Dr. Lichti is a mass spectrometrists who has been studying the structure of autoimmune peptides in diabetes. She was concerned with a number of reports that appeared in the literature reporting on the presence of spliced peptides as the major contributors to autoimmunity and to the MHC class I immunopeptidome in cancer.

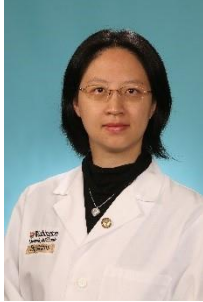
In her paper, she made a full analysis of the spliced peptides reported in the literature and concluded that most were wrong. Her observation was of extreme importance because of the claim of the relevance of spliced peptides. In her report, she gives a full explanation of the errors made in the analysis of mass spectrometry data that led to these erroneous conclusions. She also details that a few selected peptides were truly fused peptides, but which had no major impact in diabetic autoimmunity. Needless to say, Dr. Lichti's observation was controversial, but in the end, most mass spectrometrists completely agreed with her and have accepted her conclusions.

Her observations indicate the importance of careful, detailed analysis of mass spectrometry data. This is a significant contribution that has corrected perceptions that drove unwarranted conclusions while confirming the presence of some true fused peptides.

Lichti CF. Identification of spliced peptides in pancreatic islets uncovers errors leading to false assignments. *Proteomics*. 2021 Apr;21(7-8):e2000176. doi: 10.1002/pmic.202000176. Epub 2021 Mar 5. PMID: 33548107.

Chieh-Yu Lin, MD, PhD

Outstanding Paper of the Year



Dr. Chieh-Yu Lin, MD, PhD Assistant Professor of Pathology & Immunology in the Division of Anatomical and Molecular Pathology, is honored for her outstanding paper of the year: “SARS-CoV-2 Infects Human Engineered Heart Tissue and Models COVID-19 Myocarditis” published in *JACC: Basic to Transitional Science*.

Dr. Lin has made many contributions to the scientific literature. This recent and timely contribution has been of particular importance with regards to SARS-CoV-2/COVID-19 research.

She collaborated as a co-senior author with other departments within Washington University in St. Louis, as well as with other researchers from other institutions to show that SARS-CoV-2 directly infects cardiomyocytes rather than inflammatory cells, fibroblasts, or endothelial cells. This paper showed that the virus infected cardiomyocytes through the ACE2 and endosomal cysteine protease dependent pathway. The infected myocytes undergo reduced contractility through sarcomere breakdown leading to cardiomyocyte cell death. In addition, the histologic pattern was characterized as a myeloid-rich inflammatory infiltrate. This characterization helps to bridge the basic science findings to clinical practice as it provides a salient learning point for practicing pathologists to be able to recognize this entity.

Bailey AL, Dmytrenko O, Greenberg L, Bredemeyer AL, Ma P, Liu J, Penna V, Lai L, Winkler ES, Sviben S, Brooks E, Nair AP, Heck KA, Rali AS, Simpson L, Saririan M, Hobohm D, Stump WT, Fitzpatrick JA, Xie X, Shi PY, Hinson JT, Gi WT, Schmidt C, Leuschner F, Lin CY, Diamond MS, Greenberg MJ, Lavine KJ. SARS-CoV-2 Infects Human Engineered Heart Tissues and Models COVID-19 Myocarditis. bioRxiv [Preprint]. 2020 Nov 5:2020.11.04.364315. doi: 10.1101/2020.11.04.364315. Update in: *JACC Basic Transl Sci*. 2021 Feb 26;: PMID: 33173875; PMCID: PMC7654892.

Mitchell Scott, PhD

Excellence in Faculty Mentoring

Mitchell Scott, PhD Professor of Pathology & Immunology in the Division of Laboratory and Genetic Medicine, is honored for his excellence in faculty mentoring.



Dr. Scott has been a WUSM faculty member for over 30 years and recently retired in June of this year. He is an excellent, and well-known, educator and mentor. He has co-directed the well-respected ComACC-approved Clinical Chemistry training program since 1991. In that capacity, he has trained over 60 PhD fellows and through the Clinical Pathology Residency Training program, he has trained nearly 200 residents. The people he has trained have become preeminent faculty & leaders in the profession. In 2000, he received the AACC Outstanding Contributions through Education Award to recognize his achievements in this area.

He is always willing to assist colleagues with clinical questions, teaching initiatives and research ideas. During formal coaching sessions, he helps junior faculty with constructive feedback and brainstorming research ideas.

Despite his demanding responsibilities, he was never too busy to share advice with new faculty members. His jovial nature and willingness to provide guidance have made him very approachable.

In summary, Dr. Scott is an outstanding mentor. His general wisdom in clinical chemistry/navigating academia and his willingness to mentor have been important assets for all faculty in the department.

Outstanding Achievement in Quality Improvement

Saliva SARS-CoV-2 Surveillance Testing Group

Team Members

Pathology & Immunology: Jared Amann-Stewart, Victor Brodsky, Yang Cao, Charles Eby, Jon Heusel, Mike Isaacs, Julie Neidich

Genetics: Lauren Burcea, Richard Head, Jeff Milbrandt, Shelly O’Laughlin, Chris Sawyer

Informatics Institute: Albert Lai

Occupational Health: Eva Aagaard, Amanda Wilkins

Office of General Counsel: Patty Hastings

Student Health: Stephanie Hammer, Cheri LeBlanc

Early in June, 2020, the above departments at Washington University came together to launch a surveillance test for SARS-CoV-2 for the undergraduates on Danforth campus. Most of the team were geneticists or genetics/genomics lab staff, and not viral genome specialists, or informatics faculty and staff.

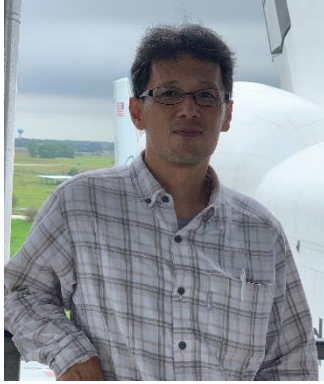
Within two months they developed and validated an assay that gained Emergency Use Authorization by the FDA. They successfully launched the assay in time for the students return to campus for the Fall Semester 2020.

The group created all the pre- and post-analysis workflow, ran clinical trials to assure the assay was accurate, sensitive, specific, rapid, and useful with high enough throughput to allow for thousands of samples to be reported out per day. It required interaction with the FDA and with others who eventually would use the same assay on the same platform.

To date, over 140,000 samples have been tested successfully, including samples from the State of Missouri, several grants which brought testing to the underserved, and to a sports organization.

Takeshi Egawa, MD, PhD

Outstanding Contributions to Education



Takeshi Egawa, MD, PhD, Associate Professor in Pathology & Immunology in the Division of Immunobiology, is honored for his outstanding contributions to education.

Dr. Takeshi Egawa has been a dedicated member of the P&I Department since 2010, during significant changes to the Immunobiology Division and the Immunology program. While establishing his excellent research program, Dr. Egawa has worked tirelessly to promote trainee education. He has always been a key organizer and participant in *Foundations in Immunology* and *Advanced Topics in Immunology* courses. In particular, he held the demanding position of course master for *Foundations* from 2016 to 2021, entailing not only his overall responsibility for the first-year graduate course but also carrying an especially heavy teaching role within it. He also reorganized the course to make the material more accessible to trainees with a variety of backgrounds.

For several years, Dr. Egawa has been the primary organizer for Work in Progress, the principal venue for research presentations by trainees in the department, a taxing but critically important role for the immunology community. Additionally, he has been a committed figure in preparing and administering the program's yearly qualifying exams.

In summary, Dr. Egawa's service to the Department and the Immunology Program has provided important consistency and excellence and has been instrumental in fostering the scientific growth of numerous trainees, truly an outstanding educator.

Promotions

July 1, 2020 through July 1, 2021

Promotions to Professor

Rebecca Chernock, MD
Professor of Pathology and Immunology on the Clinician Track

Sonika Dahiya, MBBS, MD
Professor of Pathology and Immunology on the Clinician Track

Eric Duncavage, MD
Professor of Pathology and Immunology on the Clinician Track

Joseph Gaut, MD, PhD
Professor of Pathology & Immunology with Tenure and Professor of Medicine on the Investigator Track

Promotions to Associate Professor

Neil Anderson, MD
Associate Professor of Pathology and Immunology on the Clinician Track

Michael Barrett, PhD
Associate Professor of Pathology & Immunology on the Research Track

Ali Ellebedy, PhD
Associate Professor of Pathology and Immunology, of Medicine and of Molecular Microbiology with Tenure on the Investigator Track

Chang Liu, MD, PhD
Associate Professor of Pathology and Immunology on the Clinician Track

Ta-Chiang Liu, MD, PhD
Associate Professor of Pathology & Immunology with Tenure on the Investigator Track

Promotions to Assistant Professor

Christopher Farnsworth, PhD
Assistant Professor of Pathology and Immunology on the Clinician Track

Parker Wilson, MD, PhD
Assistant Professor of Pathology & Immunology on the Clinician Track

*Celebrating Milestone Years of Service
in Pathology & Immunology*

Fifty-Five Years

Louis P. Dehner, M.D.

Thirty-Five Years

Orlando B. Crisp
Susan J. Johnson
Kathleen C. Sheehan, Ph.D.

Thirty Years

Jennifer R. Adams
Karl G. Hock
Theresa L. Murphy, Ph.D.
Christopher A. Nelson, Ph.D.

Twenty Years

Marina Cella, M.D.
Marco Colonna, M.D.
Susan Gilfillan, Ph.D.
Jo Anne Humphries

Fifteen Years

John L. Frater, M.D.
Vicky Fuehne
Jacqueline E. Payton, M.D., Ph.D.

Ten Years

Cory T. Bernadt, M.D., Ph.D.
Jonathan D. Bihl
Carey-Ann D. Burnham, Ph.D.
Sonika M. Dahiya, M.D.
Eric J. Duncavage, M.D.
Dijana Durakovic
Kimberly D. Green
Jennifer M. Greenbaum-DiRuscio
Kate E. Stehl
Gwendalyn J. Randolph, Ph.D.
Julie L. Shafferkoetter
Anthony N. Vomund