The Office of Faculty Development

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
Embracing and Supporting Diversity, Equity, and Inclusion
OFD Representatives and Working Groups

• Identify, champion, and prioritize concerns across all dimensions of the Department of Pathology and Immunology (‘eyes and ears’)

• Provide preliminary feedback and consensus for new initiatives and policies that impact multiple stakeholders across the department

• Distribute effort and responsibilities for all new and on-going OFD activities, as appropriate

• Monthly meetings to update on all of the above
Welcome New Faculty!

New Faculty Orientation
August 22, 2022, 2:00 – 4:30 pm
EPNEC Room 303
Questions: Email Janet Braun

New Faculty Welcome Breakfast
August 24, 2022
9:00 – 10:00 am
EPNEC Great Room B
All faculty are invited to meet our newest colleagues.

Diversity Advisor Training
September 14, 2022, 10:30 am – 12:00 pm via Zoom

Diversity Book Discussion: Blindsight, Hidden Biases of Good People
Authors: Mahzarin R. Banaji and Anthony G. Greenwald
September 15, 2022, 4:00 – 5:00 pm
Registration for Zoom link

Annual P & I Faculty and Staff Awards Program
October 20, 2022
4:00 – 5:00 pm Awards Ceremony in Moore Auditorium
5:00 – 6:00 pm Reception
OFD website

https://pathology.wustl.edu

Rooted in basic science

We believe that basic science research leads to exceptional training and high-quality clinical service.
New Faculty Resources

Faculty Welcome

Welcome to Pathology & Immunology at Washington University School of Medicine. Arriving in a new city and establishing yourself in a new academic setting can be daunting. We have gathered information on this page with the goal to make your transition easier.
Wellness Resources

WUSTL Well-Being Hub

A central hub for all WUSTL wellness, family support, mental & emotional health and employee assistance program.

WUSTL Benefits Web Page

Important highlights:

- **WUCare** A primary care practice dedicated to WUSTL employees & family.
- **WU Direct** Priority access to subspecialty WUphysicians for WUSTL employees & family.
OFD Career Programs and Workshops

- Clinician Educator Portfolio (CEP)
- Writing Letters of Recommendation
- Diversity 1.0 - 4.0; Erin Stampp
- HR 101; Gillian Boscan
- IRB; Abbey Keely
- Giving & Receiving Feedback; Sarah Bean, MD, Duke
- Communication Skills for Women Leaders; Diana Gray, MD
- Mentoring
- Strategies for Successful Publications
- Feedback symposium
- Time management series; Sue Johnson
- Grants Dos and Don’ts; Karen Dodson
- Conflict resolution; Jessica Kutchta-Miller
- Resilience; Tim Bono
- Work / Life Balance; Mark Zaydman

- New Events
- Past presentation materials
- Recordings
- Reference Material
Mentoring and Promotions

- Policies / Guidelines
- Support Materials
- Templates
- Examples
- Mentoring Program
Navigating Faculty Resources

- Human Resources
- Learn@Work (Compliance)
- WorkDay
- **Clinical systems (EPIC, CoPATH)**
- Human Studies (myIRB)
- Environmental Health and Safety

- Division of Biology and Biomedical Sciences (DBBS)
- Institute of Clinical and Translational Science (ICTS)
- Siteman Cancer Center (SCC)

- Clinical Training Research Center (CTRC)
- Shared Resource Facilities
- Institute for Informatics (I2)
- Bernard Becker Medical Library
- Office of Technology Management (OTM)
- Medical Public Affairs (MPA)

**Administrative**

**Programmatic**

**Supportive**
https://one.wustl.edu/
Human Resources

Enable a healthy Mind/Body
Support you Financially, today and in the future
Help you achieve balance in your Work-Life
Foster an inclusive Culture and vibrant community centered on collective success
Support your Career so you can learn, grow and excel

Well-being resources to help you thrive, personally and professionally.

We care about you, and we're here to help.

https://hr.wustl.edu/
Office of Ombuds

Helping School of Medicine members resolve conflicts

The Office of the Ombuds is a resource for faculty members and medical students that offers assistance in the informal resolution of work-related conflicts, advocates for fair treatment and process, and follows four distinctive principles of Confidentiality, Independence, Impartiality/Neutrality, Informality.

https://ombuds.med.wustl.edu/
Learn@Work is a cloud-based learning management system (LMS) for Washington University employees.

Use Learn@Work to complete and track compliance-based training, LinkedIn Learning courses, and other professional development activities.

Learn@Work will help you manage your work and career planning at Washington University in a single application.

https://sites.wustl.edu/learnatwork
WorkDay

https://workday.wustl.edu
Changes with myIRB - Effective 7/1/2022

Exempt Application

- The Exempt application has been revised to improve the efficiency of the IRB submission and review process. Many questions that are not necessary to document eligibility for exempt review have been removed.
- A new Exempt Information Sheet template will also be available.

Stamping Recruitment Materials

- HRPO will no longer stamp recruitment materials.
- The IRB approval stamp will continue to be present and function for recruitment materials uploaded prior to 7/1/2022. When existing IRB stamped recruitment materials are revised or new recruitment materials are submitted, a stamp will not be accepted. Click here for the myIRB FAQ on editing materials previously stamped.

• myIRB protocol submission system

• Need help with your application?

Call SWAT! 314-747-6800

https://hrpo.wustl.edu
• Graduate school program comprised of more than 420 faculty across the University (Medicine, Arts & Sciences, Engineering).

• More than 620 Ph.D. and M.D./Ph.D. (MSTP) Students

• 11 Interdepartmental Ph.D. Programs

• Support for graduate students, post-doctoral fellows, and their faculty mentors.

• DBBS application and affiliation required to host / mentor DBBS students.

https://dbbs.wustl.edu
Institute of Clinical and Translational Science (ICTS)

- NIH-funded program network with emphasis on translational biomedical research
- Funding opportunities
- Research services and core facilities
- Educational programs for career development
- Clinical Research Training Center
- Collaboration and networking
- Grant and manuscript preparation

http://icts.wustl.edu
Siteman Cancer Center (SCC)

• NCI ‘Exceptional’ rated Comprehensive Cancer Center
• Membership levels for faculty with clinical or research focus in cancer
• Pre-clinical and clinical research programs
• Members have priority and discounted access to shared resource facilities
• Funding opportunities
• Educational opportunities
• Pre- / post- graduate trainee programs

https://siteman.wustl.edu/research
Office of the Vice Chancellor for Research (OVCR)

https://research.wustl.edu/
Shared Resource Core Facilities

• Siteman / ICTS Cores (Programmatic)
  • Genome Technology Access Center (GTAC)- sequencing
  • Genome Engineering and Stem Cell
  • High Speed Cell Sorting- flow cytometry
  • Informatics Core Services (ICS)
  • Biostatistics
  • Mass Spectrometry
  • Metabolomics
  • Immunomonitoring Lab (IML)- immunoassays, flow cytometry
  • WU Center for Cell Imaging (WUCCI)
  • Small Animal Imaging
  • Tissue Procurement Core

• Pathology and Immunology Cores (Departmental)
  • Anatomic and Molecular Pathology (AMP) Core
  • Digital Imaging Center
  • Electron Microscopy
  • Transgenic / Knockout Core
  • Hybridoma Center

https://research.wustl.edu/core-facilities
Institute for Informatics (I^2)

Collaborate
Access the Tools You Need
From consultations to cutting-edge software, researchers partnering with I^2 can benefit from an array of data-mining technologies.

https://informatics.wustl.edu/
Upcoming Events

19 Aug
MDClone Workshop - Introducing MDClon
Version 6
🕒 12:00 pm - 1:30 pm

24 Aug
REDCap Virtual Office Hours
🕒 2:00 pm - 4:00 pm

https://becker.wustl.edu/
Office of Technology Management (OTM)

https://otm.wustl.edu/
OFD: Mentoring and Promotion

New Faculty Orientation
Department of Pathology and Immunology
August 22, 2022
Faculty Mentoring Program

Goals:

To facilitate career success and advancement of all faculty

To provide support, resources, and information for faculty to create and maintain a productive mentoring committee

To provide guidance and support for faculty to be excellent mentors

Ensuring a Successful Mentoring Experience

OFD is here to assist you with the forming of a supportive community-based mentoring committee to provide you clear, objective advice and facilitate networking and faculty development opportunities to build a successful academic career.

The Guidelines for Junior Faculty Mentoring Program were developed to ensure a program that provides the structure to keep your committee active and moving forward through your progression in academic rank.

https://pathology.wustl.edu/office-of-faculty-development/career-development/for-mentees/
Mentoring Committees - Overview

• Advisory rather than evaluative
• Not a substitute for annual meeting with Div Chief / Dept Head

Committee Composition:
• 3 - 5 faculty members (associate or full professor)
• ≥ 1 faculty in another Department or institution
• Mentee selects a committee chairperson (WU faculty)
• Committee membership can evolve

https://pathology.wustl.edu/office-of-faculty-development/career-development/for-mentees/
Mentoring Committees – building phase

• OFD can provide faculty suggestions and guidance
• Approach potential mentors with specific reasons why you have chosen them and goals for their mentorship
• Recommend meeting 1/year
• Mentee provides brief career update and CV before meeting
• Meeting ~1 hour
  • Agenda or a few slides to outline major points for committee feedback
  • Be prepared with specific questions to make the most of the time

https://pathology.wustl.edu/office-of-faculty-development/career-development/for-mentees/
Mentoring Committees – mentor phase

• Mentee responsibilities
  • Before meeting: Email brief career update and CV
  • During meeting: Agenda or a few slides to outline major discussion points for committee feedback
  • After meeting: implement committee advice, communicate to Chief during Annual Review

• Mentor responsibilities
  • After meeting: Committee chair may provide summary or feedback to OFD and Division Chief
  • Communication between Mentor Committee and OFD/Chief can be helpful for assessment of career progress and evaluation for promotion

https://pathology.wustl.edu/office-of-faculty-development/career-development/for-mentees/
OFD website has guidelines and forms to help faculty to self-assess career progress and set goals for the next year and beyond

**Not required, for guidance**

• Mentor agreement form
• Mentoring Meeting Discussion form
• Mentoring Meeting Summary form
Faculty Promotion
Annual Review

- Preparing for your Annual Review
  - Workshop slides 2021
  - Workshop recording upon request from Janet Braun
- P&I Annual Review Form

WUSM CV/CEP

- WUSM CV/CEP Library of Examples
- WUSM CV Format (includes CEP)
- COVID19 Contribution Matrix for CV/CEP
- CEP Workshop Slides 2021
  - Workshop recording upon request from Janet Braun
- WU Profile System (WUPS)

Promotion

- APGAR
- Promotion Criteria Guidelines-Clinician Track
- Promotion Criteria Guidelines-Research Track
- Personal statement examples available upon request from Janet Braun
- WUSM Promotion Dossier Requirements
- Promotion Advisory Committee Process (AMP, LGM, NP)

University Resources

- Office of Faculty Affairs
CV and Clinician-Educator Portfolio (CEP)

• Faculty maintains updated CV (WU format) and CEP
• CEP = Supplement to the CV that is a detailed compendium of clinical, educational, and service activities not generally included in traditional academic resumes
• Required promotion document for all faculty members on the clinician track; may be included when appropriate for Investigator or Research Track

https://facultyaffairs.med.wustl.edu/appointments-promotions/wusm-cv-formatting/
CV-CEP: Building and documenting your internal¹ and external² reputation

- **Measurable accomplishments - not simply years on faculty**
  - Peers select you to share and apply your expertise, e.g. speaking at regional and national meetings; Visiting professor; Invited articles; Journal editorial board; Refer cases to you for sign out
  - High-impact publications, Grants
  - Leadership roles in professional groups and organizations
  - Awards and innovations in area of expertise
  - Teaching roles and trainee outcome

1. Internal = WU
2. External = regional, national, international
Promotion Guidelines

- Appointments and Promotions Guidelines and Requirements (APGAR)
  - University-wide - must be very broad to accommodate all faculty
- Different for each track
  - Clinician: clinical performance, scholarly activities, teaching, and service
  - Investigator: investigation and scholarly activities, teaching, clinical excellence (where appropriate), and service
  - Research: excellence in research is the major criterion for appointment and promotion
- P&I has more specific guidelines (but still broad)

Faculty Annual Review

- Division Chief meets annually with junior faculty to assess and give feedback on career progress toward promotion.
- Discuss **performance** (retrospective evaluation) and agree on shared goals:
  - Document activities and achievements
  - Provide feedback (both positive and areas for growth)
  - Define goals for upcoming year
  - Define a plan for academic and professional development
  - Provide individualized metrics for promotion
- Annual review form on the OFD website

Promotion Workflow

• Faculty provides CV-CEP, Personal statement (OFD has examples)

• Division Chief presentation of faculty member to internal department review committee (by Division)
  • APGAR document
  • Regional, national, international recognition

• Internal review committee makes recommendation to Department Head (non-binding)

• Department Head submits and presents dossier to **Ad Hoc Committee**
<table>
<thead>
<tr>
<th>Position</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor</td>
<td>- Department chair and/or division chief letter(^1)</td>
</tr>
<tr>
<td></td>
<td>- 3 letters (internal or external sources)(^2, 3, 4)</td>
</tr>
<tr>
<td></td>
<td>- Clinician-Educator Portfolio (CEP) required for Clinician Track candidates(^5)</td>
</tr>
<tr>
<td></td>
<td>- 3 key publications, Investigator and Research Track (Clinician Track candidates may submit, but not required)</td>
</tr>
<tr>
<td></td>
<td>- CV in WUSM format</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>- Department chair and/or division chief letter(^1)</td>
</tr>
<tr>
<td></td>
<td>- 7 letters (at least 5 external) for Investigator Track(^2, 3, 4)</td>
</tr>
<tr>
<td></td>
<td>- 5 letters (internal or external) for Clinician or Research Track(^2, 4)</td>
</tr>
<tr>
<td></td>
<td>- CEP required for Clinician Track(^5)</td>
</tr>
<tr>
<td></td>
<td>- 5 key publications, Investigator and Research Track (Clinician Track may submit but not required)</td>
</tr>
<tr>
<td></td>
<td>- CV in WUSM format</td>
</tr>
</tbody>
</table>

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EF Approved 5/6/20

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Questions?

*We are also happy to discuss offline*

Jackie Payton [jpayton@wustl.edu](mailto:jpayton@wustl.edu)
Rebecca Chernock [rchernock@wustl.edu](mailto:rchernock@wustl.edu)
Business Affairs
P&I Central Administration & Finance (A & F)

Executive Assistant: Lisa Heck
heckl@wustl.edu
P&I Division Administration & Finance

Anatomic & Molecular Pathology

Joe Gaut, MD, PhD

Lynn Coats & Stephanie Paton (Manager of Admin & Finance)

Neuropathology

Bob Schmidt, MD, PhD

Immunobiology

Kodi Ravichandran, PhD

Laboratory & Genomic Medicine

Ann Gronowski, PhD – Co-Chief Clinical

Gautam Dantas, PhD, Co-Chief Research

Immunobiology

Lynn Coats & Stephanie Paton (Manager of Admin & Finance)
P&I Office Administration & Finance

Office of Education
- Erika Crouch, MD, PhD
  - Justavian Tillman
    (Manager of Education Administration)

Office of Faculty Development
- Mark Watson, MD, PhD
  - Janet Braun
    (Manager of Office of Faculty Development)
P&I Administration & Finance Leadership

- **Jenny Adams**: Sr. Mgr Dept Administration: West Building: jadams@wustl.edu
- **Janet Braun**: Asst to the Vice Chair: West Building: janetbraun@wustl.edu
- **Lynn Coats**: Business Director: West Building: coatsl@wustl.edu
- **Michele Goad**: Sr Manager Bus Dev: West Building: michele.goad@wustl.edu
- **JoAnne Humphries**: Co-Executive Director: West Building: jhumphries@wustl.edu
- **Mike Isaacs**: Dir Clin Informatics/Bus Dev: West Building: isaacs@wustl.edu
- **Beth Page**: Performance Improvement Consul: West Building: page@wustl.edu
- **Stephanie Paton**: Business Director: West Building: spaton@wustl.edu
- **Eric Schnable**: Co-Executive Director: West Building: eric_Schnable@wustl.edu
- **Lauri Thienes**: Sr Director Clinical Operations: Clayton Ave: thienesll@wustl.edu
- **Justavian Tillman**: Mgr Educational Program: West Building: justavian.tillman@wustl.edu
Appendix

For a list of the administrative assistants: Faculty/Admin List
Break
Office of Education

Orientation for New Faculty
August 2022
Office of Education

• Established in May of 2020.
• An outcome of the department’s 2019 Retreat and the development of the P&I Strategic Plan.
• Education Group for the Retreat recommended elevation of the educational mission and the coordination of educational activities across the department.
Our Goal Overarching Goal

Excellence in Education

- **Provide administrative support** for our educational programs, including the development and use of shared resources.

- Interact with the Office of Faculty Development to **evaluate, promote, and reward faculty contributions** to the educational missions.

- Interact with the Office of Faculty Development to **enhance trainee evaluation and mentorship**.

- Identify gaps and barriers in current programs and **promote continuous quality improvement and best educational practices**.

- Promote institutional **visibility of our educational programs**.

- Develop and encourage **interdivisional educational endeavors** and activities.
Education Leadership Steering Committee

Representation from All P&I Training Programs

• Residency Programs
• Clinical Fellowships
• Physician Scientist Training Program
• Undergraduate Medical Training – Gateway Curriculum
• Graduate Programs under the WUSM Division of Biomedical and Biological Sciences (DBBS)
• Post-graduate Research Programs
How do you find us?
Office of Education
Administrative Cluster
5th Floor West Building

Justavian Tillman, EdD
Office of Education Manager
justavian.tillman@wustl.edu
OE Trainee Wellness Activities

• Boo at the Zoo - October 23, 2021
• Trainee Pumpkin Decoration Contest - October 29, 2021
• Botanical Garden Glow - December 11, 2021
• Welcome Dinner - July 8, 2022
• Cardinals vs. Brewers (Suite) - July 11, 2022
• Trainee Welcome Picnic - August 13, 2022
• Cardinals vs. Reds (BJC Day) - September 17, 2022
• Cedric's Biking Brewery Tour - Mid September
• Wellness Wednesday Initiative (Providing Trainees with “wellness” snacks and goodies twice a month)
WUSM Gateway Curriculum

• Horizontal and helical integration of basic, clinical, and social foundational sciences throughout the 4 year curriculum
• Competency-based with standardized and transparent assessment and coaching systems
• Evidence-based educational methodologies that emphasize active learning
• Longitudinal curricula that support the formation of identity as an academic leader
Diverse and Expanding Roles of P&I Faculty

- Phase 1 and Phase 2 Curriculum Design and Build Teams (Erika Crouch and Brian Edelson)
- Module 2 – Defense and Response to Injury Co-Leaders representing AMP and LGM (Erika Crouch & Brian Edelson)
- Histology and Pathology Thread Leader (Erika Crouch)
- Genetics / Molecular Genetics Thread Leader (Ian Hagemann)
- Laboratory Medicine Thread Leader (Suzie Thibodeaux)
- Assistant Dean for Admissions (Ian Hagemann)
- Recently approved for an Anatomic Pathology and Laboratory Medicine Advanced Clinical Rotation (Suzie Thibodeaux)
- Growing number of instructors . . .
Erika Crouch, MD, PhD
Professor of Pathology and Immunology
Vice Chair for Education

crouch@wustl.edu
our academic healthcare organization: its complicated

Chuck Eby MD
Who owns these buildings?
P+I, SOM, BJH, BJC Leadership
School of medicine: executive faculty centric

21 Heads of departments
6 Pre-clinical, 15 Clinical
Meet monthly

P&I (and medicine): both a pre-clinical and a clinical department

Executive faculty committees (governance, space, finance, promotions)
Faculty practice plan
Medical executive committee-BJH
Clinical Chiefs committee-BJH
Pre-clinical faculty meeting
Dean has resources, must earn support of EF

Dean’s world
Landlord of all space—collects rent
Indirect overhead—56% NIH grants
Faculty practice revenue tax
Medical school tuition
Gifts—big Gifts
Recruits Department Heads
Strategic planning and Vision
Clinical + research missions: equally crucial

Clinical-FFP
• Outstanding financial performance for now
• Subspecialty not multi-specialty
• Future success requires
  • Proving value to insurers
  • Meeting patient expectations
  • Growth outside academic campus
  • Applies to Pathology too

Research
• Top NIH funded medical school
• Collaborative research environment
• Core resources
• Strong grad students DDBS
• Research space constant issue
• Recruitment is challenging
Beyond the medical center campus:

1. Alton Memorial Hospital
2. Barnes-Jewish Hospital
3. Barnes-Jewish St. Peters Hospital
4. Barnes-Jewish West County Hospital
5. Boone Hospital Center
6. Christian Hospital
7. Memorial Hospital Belleville
8. Memorial Hospital East
9. Missouri Baptist Medical Center
10. Missouri Baptist Sullivan Hospital
11. Parkland Health Center
12. Parkland Health Center Bonne Terre
13. Progress West Hospital
14. St. Louis Children's Hospital
15. The Rehabilitation Institute of St. Louis

BJC HealthCare
The world's best medicine. Made better.
Brief History of BJC
revenue ~ 5 billion-largest employer in region

• 1992: Merger of Barnes and Jewish Hospitals
• 1993: Acquired Christian Hospital system
• 1994 Acquired Missouri Baptist, Sullivan, and SLCH
• Steve Lipstein era: 1994-2017: decentralized management
  Management agreement Boone County Hospital-Columbia MO-ended April/2021
  BJH bought suburban hospital-renamed Barnes-Jewish West County
  BJC built 2 small suburban hospitals-Progress West, Barnes St. Peters
  BJC-HealthSouth co-manages Rehab Institute of St. Louis
  Purchased Parkland Hospital in Farmington MO
  BJC affiliates with Bellville Memorial Hospital 2014-took over ownership April 2018
• 2012 “Make BJC Better” Huron Consultants
• 2022 “Positioning for the Future” different consultants
Who are these BJH/BJC leaders?

Katie Henderson MD CMO

John Lynch MD Pres. BJH

Rich Liekweg
BJC + CEO

Clay Dunagan MD
Chief Clinical Officer

Trish Lollo Pres.
SLCH

Group Pres. MoBap, SLCH, Alton, Memorial, BJC medical group,

Angelleen Peters
COO pt care services and nursing

Pres. BJWCH

Group Pres. BJH, BJWCH, CH, St Peters, Progress West
BJH revenue, revenue sharing, and the affiliation agreement

• BJH IRS status: non-profit hospital
• Net revenue = income - expenses
• Excess revenue-shared with WUSM ~50:50 up to a cap
• Affiliation agreement:
  • BJH owns and manages revenue generating services provided to in-patients and out-patients in BJH facilities
    • Radiology technical fees
    • Laboratory tests
    • Technical fees from surgical pathology (part B billing by AMP)
  • BJH may decline to provide or sell a billable service (EM, autopsy, FISH)
  • BJH retains right to decide vendor for outsourced services
    • WUSM Dept. of Pathology is “another (special) vendor”
• BJC + WUSM co-developments: Siteman cancer centers, orthopedic and pediatric out-patient centers, Epic
BJC collaborative:

• Started in 2012

• 3 states-6600 beds-annual revenues ~8.5 billion

• Opportunities
  • Population health management-ACA, medical home development
  • Clinical and Service Quality
    • Best practices for training, safety, quality monitoring, clinical decision support
  • Capital Asset Management i.e. supply chain
  • Financial Services
  • Information Technology: data warehouse, security, hardware, software
BJC-SOM-FPP: they need each other

- **Rich Liekweg-BJC CEO** -
  - Standardization-best practice-value to payer
  - Expand WUSM clinical services
  - Larger network-the collaborative

- **Paul Scheel-FFP CEO** -
  - Primary care alliance, multi-subspecialty patient centric services, expand into other BJC hospitals, build international medicine

- **David Perlmutter-Dean** —2022 is 7th year
  - Redesign medical school curriculum
  - Recruit net +160 investigators/10 years
  - BJC investigator recruitment-Jony Kipnis and Kodi Ravichandran immunobiology
  - Building neuroscience research building across from Cortex
  - Building stand alone Siteman Cancer Center
  - Addition of research floors to IOH above clinical labs
P&I and the academic healthcare enterprise