



UNIVERSITY OF UTAH
SCHOOL OF MEDICINE

Faculty Administration Annual Report

College Council 2011

May 17, 2011

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The Office of Faculty Administration serves as the School of Medicine's central faculty affairs office. We work closely with colleagues across the School of Medicine, overseeing and guiding college policies, and practices in all areas of faculty affairs. We provide guidance and leadership across the School of Medicine aiming to increase accountability and fostering measurable progress in all faculty affairs activities. We work closely with the Dean of the School of Medicine as well as the Vice President for Health Sciences in the development, implementation, and evaluation of School of Medicine faculty development, mentoring, and administrative processes. Our office serves as the central source regarding institutional and college policies governing the recruitment, selection, and appointment of all new faculty as well as the key source of advisement for issues surrounding the retention, promotion, and tenure processes within the School of Medicine.

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Associate Dean's Report

Kurt H. Albertine, Ph.D.
Associate Dean, Faculty Administration, School of Medicine
1C047 School of Medicine

The Office of Faculty Administration develops and administers programs, policies, and procedures relative to faculty affairs and faculty development in order to advance the academic missions of the Health Sciences Center. The SOM has experienced a 70%¹ increase in the number of full-time faculty (i.e., tenure, clinical, research, and lecturer tracks) since 2000. The number of faculty affairs related issues has increased enormously, with a high number of faculty recruitments each year, as well as a proportional increase in the number of RPT decisions yearly.

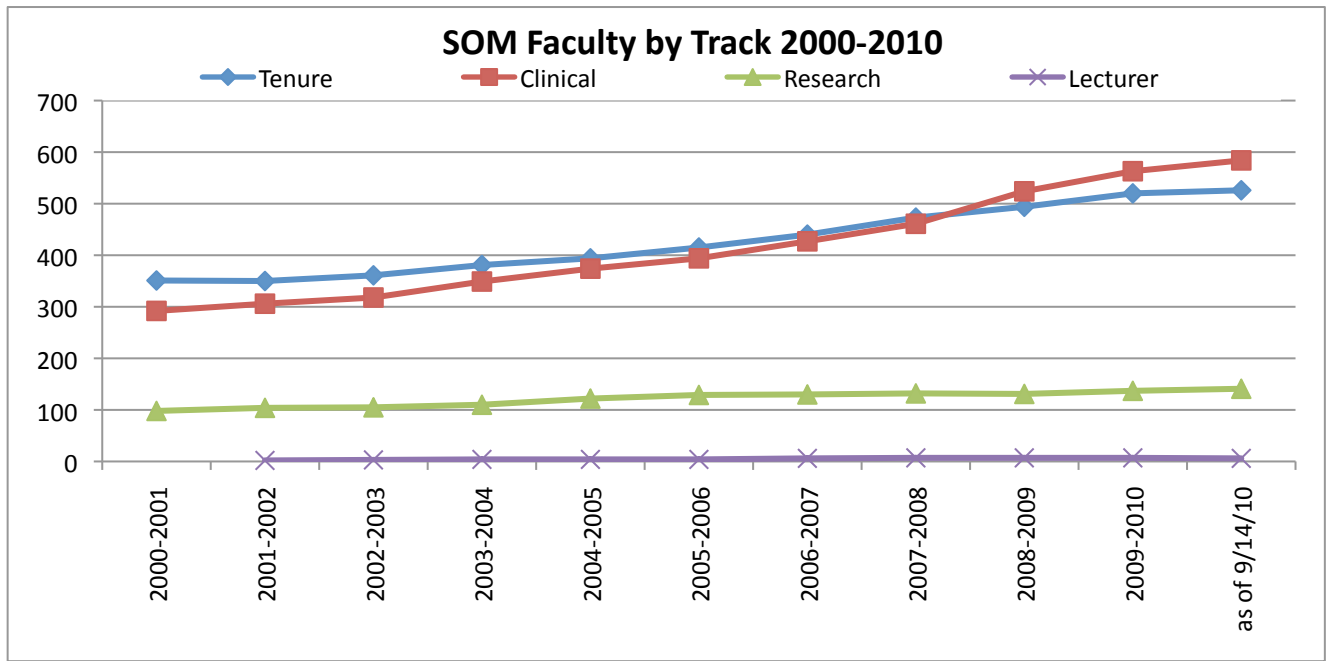


Figure 1 SOM FACULTY BY TRACK 2000-10

¹ ROC: 1257-741/741

Goals

- To empower junior faculty with knowledge of the policies and procedures used by the SOM and University for assessment of faculty advancement.
- To familiarize Department Advisory Committee (DAC) Chairpersons with the same policies, as well as timelines and review entities that the SOM and University use.
- To instruct Student and House Staff Advisory Committees (SHAC) on their fiduciary role as assessors of teaching by SOM faculty.
- To maintain frequent and regular communication with Department Chairpersons so that concerns, questions, or problems are addressed prospectively as much as possible.
- To nominate SOM faculty for SOM and University Committees.

2010-2011 Accomplishments

- Hosted New Faculty Orientation sessions at the SOM in July and August. The purpose of these sessions is to introduce the new faculty to the Faculty Administration Office's staff and responsibilities.
- Hosted SHAC Information sessions at the SOM in July and August. The purpose of these sessions is to explain the responsibilities and expectations of the SHAC.
- Hosted RPT Information sessions for DAC Chairpersons in August. The purpose of this session is to review SOM RPT policies and procedures before formal reviews begin in the fall.
- Hosted SOM A&RPT Committee meeting to review the responsibilities and expectations of the Committee.
- Hosted small group and individual RPT Information sessions for junior faculty from January through April. The purpose of these sessions is to focus junior faculty on their responsibilities leading up to their formal review.
- Meet as needed with junior faculty, DAC Chairpersons, and Department Chairpersons to address questions, concerns, or problems related to RPT policies and procedures at the SOM.
- Make suggestions to the senior leadership of the SOM and HSC for modifying descriptions of SOM RPT policies and procedures to clarify meaning.
- Nominated faculty for SOM and University Committees.

Department Advisory Committee Development

- Dr. Albertine conducted 20 department information sessions between November 11, 2010 and April 15, 2010 during departmental meetings. In addition to providing information to faculty members undergoing the upcoming retention, promotion, and tenure cycle, faculty members had opportunity to gain perspective on expectations for advancement at the university. Dr. Albertine also met individually with faculty members, as requested, to review their CVs and self-assessment statements.

2011-2012 Plans

- Continue the activities identified above.
- Continue to elevate mentoring as a rewarding activity and contribution for faculty at the SOM, through our ongoing Mentoring for U Annual Workshop, establishing the Utah Virtual Advising Network (U-VAN), and working with senior leadership to incorporate mentoring activities in the formal review process for faculty at the SOM. These, and other, mentoring activities are the creation of the Faculty Administration Office, through

Faculty Administration Annual Report

efforts by Dr. Albertine and Dr. Hopf. Further details of the mentoring activities are presented in the annual report provided by Dr. Hopf.

Faculty Mentoring Program

Harriet W. Hopf, M.D.
Director, Mentoring
1C047 School of Medicine

Kurt H. Albertine, Ph.D.
Associate Dean, Faculty Administration
1C047 School of Medicine

Goals

- To create an environment that enables the SOM to recruit and retain the highest quality faculty, focusing primarily on the development of junior faculty.
- To serve as a mentoring resource for individual faculty as well as departments.

2010-2011 Accomplishments

- Mentoring for U Workshop was held March 30, 2011. The Keynote Speaker was Kevin Grigsby, DSW, from the AAMC. The topic was "Mentoring Across Differences."
- We are close to implementing the Utah Virtual Advising Network (U-VAN), a virtual committee of "connected" individuals who can recommend potential mentors to junior faculty. The process of creating the web access for users was interrupted by the departure of our administrative assistant May 2010, but we are now on track to go live in the near future.
- Gave presentation on mentoring to the CCTS Fellows.
- We are working on re-vamping the Faculty Mentoring / Faculty Development website to be more user-friendly. This will complement the Mentoring Resources Website being created by the Curriculum and Event Planning Committee.
- We consolidated emails to SOM faculty members to a regular electronic newsletter. The newsletter highlights upcoming programs, interesting articles, and advice for successful mentoring for mentors and mentees.

2011-2012 Plans

- Continue the Mentoring for U Workshop and newsletter
- Implement U-VAN
- Create a Faculty Development blog
- Re-survey the faculty (previous in 3/2009) to evaluate quality and effectiveness of the institutional career mentoring program, and particularly whether recent initiatives have decreased the number of junior faculty who self-identify as not having a mentor and increased overall satisfaction with the amount and quality of mentoring junior faculty receive. We are working with Tom Greene to improve the quality of the survey.
- Meet with Department Chairs / Division Chiefs to understand their current mentoring programs and identify areas in which they feel institutional assistance would be valuable.
- Work with Carrie Byington to develop a certification and evaluation process for mentors.

Women in Medicine and Science Program (WIMS)

Harriet W. Hopf, M.D.
Director, (WIMS)
1C047 School of Medicine

Goals

- To provide medical students, graduate students, residents, fellows, and junior faculty the tools required to pursue a successful career in medicine and/or science.
- To provide a venue for women at the SOM to build skills network, socialize, and find support.

2010-11 Accomplishments

- The Tools for Success series has continued to be successful. A session on Effective Communication was well attended and enthusiastically received. We will host our first Book Discussion this month.
- The Celebration of Women in Medicine and Science in September brought an inspirational faculty development expert to campus.
- We helped create collaboration (Curriculum and Event Planning Committee) between main campus and health sciences groups with the purpose of integrating and improving campus events aimed to benefit women and faculty development. The group meets regularly and includes the PCSW, Associate VP for Faculty, Associate VP for Research, Assistant VP for HR, Assistant Dean for Postdoctoral Affairs, WIMS, SOM Director of Faculty Affairs, and the CTLE, among others. Our current project is to create a mentoring website (hosted by Susan Olson's office for now) to make available in an accessible format resources and information related to mentoring, including developing mentoring programs, advice for mentors and mentees, and faculty development.
- In October, I was the keynote speaker for the Pre-Medical Conference sponsored by Pre-Med AMSA, AED, AAFP, and the Pre-Professional Advising Office for U of U students in October. I was a panel member for a program for pre-meds by the Pre-Professional Advising Office on women in medicine.
- We consolidated emails to WIMS members to a regular electronic newsletter. The newsletter highlights upcoming programs, interesting articles, and accomplishments by women on campus.
- We are working on re-vamping the WIMS website (medicine.utah.edu/wim) to be more user-friendly.
- We created a blog for WIMS that will highlight upcoming events and pertinent articles. <http://library.med.utah.edu/blog/wims>
- The year-end joint WIMS / AMWA / UMA Women Physician's Section social in June was a high energy, well attended event that drew medical students, faculty and community physicians.
- I serve as faculty advisor for AMWA.
- I serve on the PCSW as an ex officio member, on the PCSW Leadership Subcommittee and Child Care Task Force. I served on the Health Sciences Child Care Task Force that reviewed proposals for the child care center next to the JCC.
- We created a WIMS library with a mechanism for checking out books.

2011-12 Plans

- Continue the Tools for Success program, Celebration of Women in Medicine and Science fall keynote speaker, Newsletters, and blog
- Complete the website revision
- Continue to develop collaboration with other programs on and off campus

Women in Medicine & Science Calendar of Events

January 23, 2010

"Interest Based Negotiation: Letting Them Have Your Way (For Their Reasons)"

Jerry R. Benson, Ph.D., Chief Operating Officer, Utah Transit Authority

Total RSVP count: 46 persons

Total attendance: 36 persons

February 23, 2010

"Making Great Decisions in Your Career and Your Life"

Leo Hopf, Chief Executive Officer, Teamhopf

Total RSVP count: 48 persons

Total attendance for the two sessions, 55 persons

April 7, 2010

"Parenthood Panel: When is the Best Time to Have Children?"

Panel Members:

Rosemary Lesser, Co-President, Women Physicians Section, Utah Medical Association (UMA)

Kathleen B. Digre, M.D., Department of Neurology

Harriet W. Hopf, M.D., Anesthesiology, Director, Faculty Mentoring

Total RSVP count: 17 persons

Total attendance, 16 persons

April 26, 2010

"Academic Medical Center Finances: Where Does the Money Come From and Where Does it Go?"

Richard J. Sperry, M.D., Ph.D., Associate Vice President, Health Sciences

Total RSVP count as of April 21, 2010: 58 persons

June 7, 2010

"WIMS & AMWA Joint end of Year Social"

June 17, 2010

"Providing Effective Feedback on Subjective Assignments"

Darrell Coleman, Ph.D., Assistant Professor, Department of Management and Associate

Director for the Center for Teaching & Learning Excellence

RSVP count, 10 persons

September 16th & 17th, 2010

Celebration of Women in Medicine and Science

Lecture #1: *"How to Win Tenure without Losing Your Soul"*

Lecture #2: *"Solo Success; How to Move from Surviving to Thriving in the Academy When You're the Only _____ in Your Department"*

Kerry Ann Rockquemore, Ph.D., Author and Speaker

December 8, 2010

Tools For Success

Improving Communication Skills for Academic Success

Ann Darling, Ph.D., Chair, Department of Communication

February 15, 2011

Tools For Success

Making Great Decisions in Your Career and Your Life – Part II

Leo Hopf, Author and Speaker

Total Attendance, 19 persons

March 8, 2011

Tools For Success

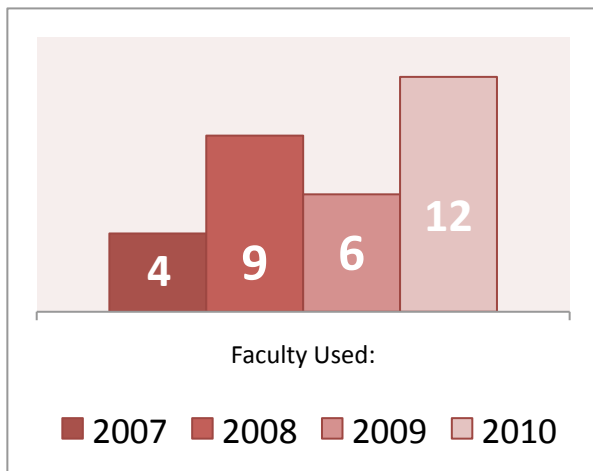
“Social Media in Medical Education: is it Useful?”

Speaker Todd Vandebark, MLS

RSVP Count, 15 persons

Policy 8-002: School of Medicine (SOM) Parental Leaves of Absence

“Parental Leave Period” refers to the period of absence for parental leaves and/or modified duties for the birth or adoption of children by an eligible faculty member. The proposed period of leaves is a maximum of 12 weeks per occurrence, and no more than 24 weeks during a faculty member’s employment with the School of Medicine. The faculty member may apportion the 24 weeks of total parental leaves of absence in any increment desired, not to exceed 12 weeks per occurrence. Since implementation in 2007, twenty-one faculty members have made use of this benefit.



Parental Leave Report 2007– 2011

Since adoption of the School of Medicine Parental Leave Policy² 31 faculty members have requested and been approved for parental leave benefits. 100% of faculty using the benefit are female, 83% are in non-tenure track positions. Of the 5 tenure track faculty opting to use the parental leave benefit, 2 formally requested a tenure clock extension at time of leave. Six faculty who used the parental leave benefit have since left the University of Utah (100% of these were non-tenure track

positions).

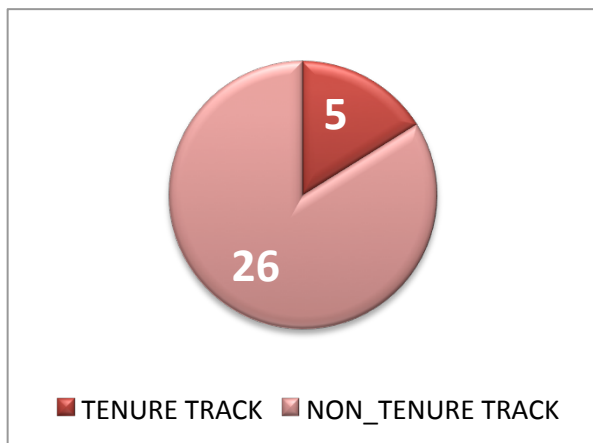


Figure 3 Use of Policy By Track 2007-10

² <http://www.regulations.utah.edu/healthSciences/8-002.html>

Retention, Promotion, & Tenure Report 2011

TENURE TRACK			CLINICAL TRACK	
3 rd Year Retention	32		3 rd Year Clinical Reviews	64
5 th Year Retention	8		6 th Year Clinical Reviews	26
Award of Tenure	15		Promotion to Assistant Professor (Clinical)	1
<i>6th Year Retention; Promotion to Associate with Award of Tenure</i>	<i>1</i>		Promotion to Associate Professor (Clinical)	11
<i>Promotion to Professor with Tenure</i>	<i>1</i>		Promotion to Professor (Clinical)	11
<i>Up or out Review</i>	<i>4</i>		Total Clinical Track Actions:	113
<i>Credit or Extraordinary Progress</i>	<i>1</i>		RESEARCH TRACK	
			3 rd Year Research Reviews	13
Promotion to Assistant Professor	0		6 th Year Research Reviews	1
Promotion to Associate Professor (without tenure)	0		Promotion to Research Assistant Professor	1
Promotion to Professor	9		Promotion to Research Associate Professor	2
<i>Promotion to Professor DENIED</i>	<i>0</i>		Promotion to Research Professor	0
Total Tenure Track Actions	64		Total Research Track Actions	17
			LECTURER TRACK	
Total 2010-11 Actions	195		Promotion to Assistant Professor (Lecturer)	0
UPTAC Review:	2		Promotion to Associate Professor (Lecturer)	1
Non-Tenure Track Negative Decision on Promotion:	0		Promotion to Professor (Lecturer)	0
			Total Research Track Actions	1
**RPT Actions are effective July 1, 2011 Pending University of Utah Presidential Approval. *Files may have had multiple actions submitted for consideration, (i.e., file may include request for consideration of retention, promotion, and tenure totaling 3 actions).				

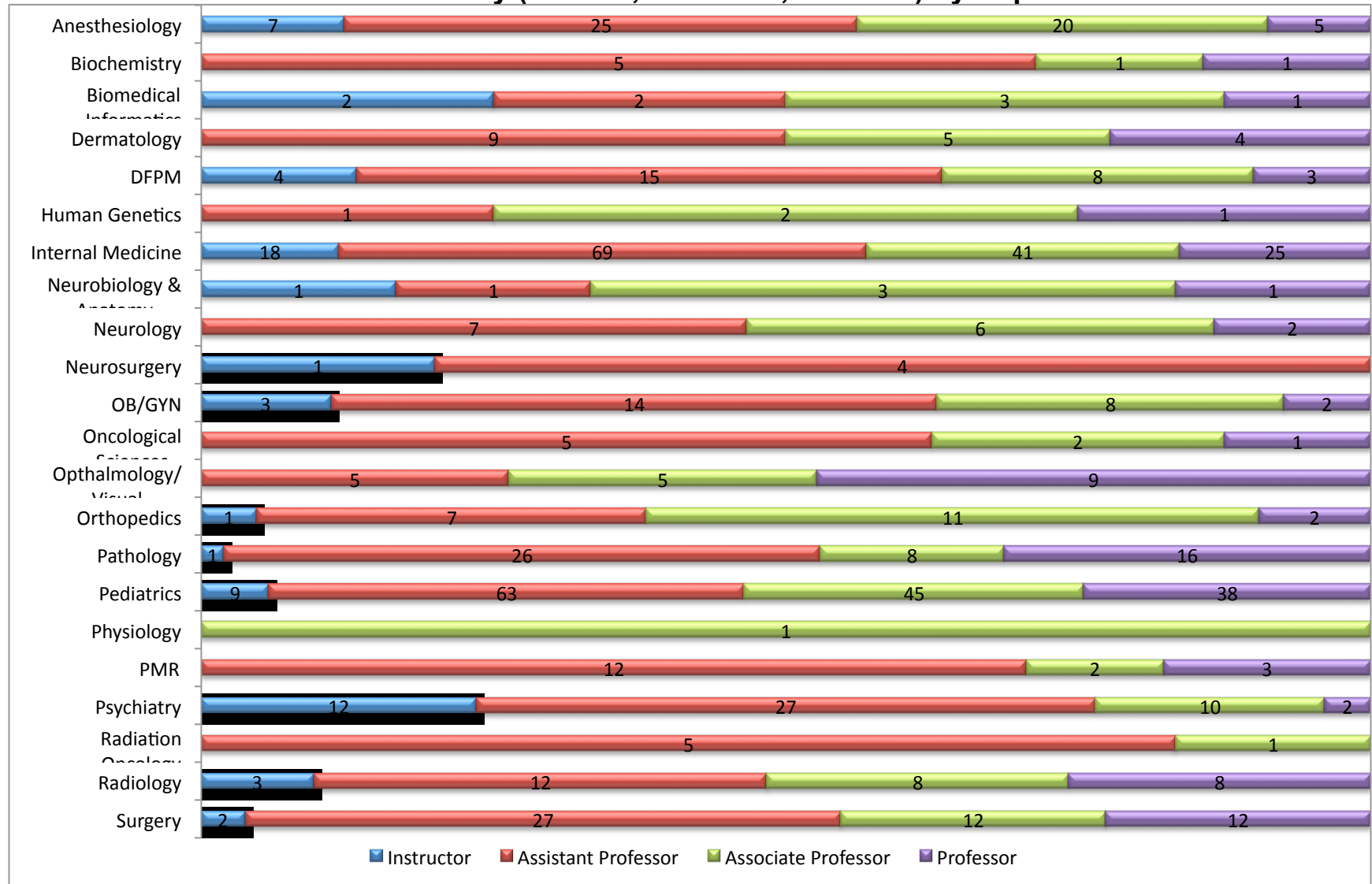
Faculty Count Report by Track:

Track:	Total:
Adjunct	227
Adjunct/Volunteer	1503
Clinical/(Clinical)	592
Lecturer	7
Research	147
Tenure	528
Visiting	90

TOTAL FACULTY: 3094

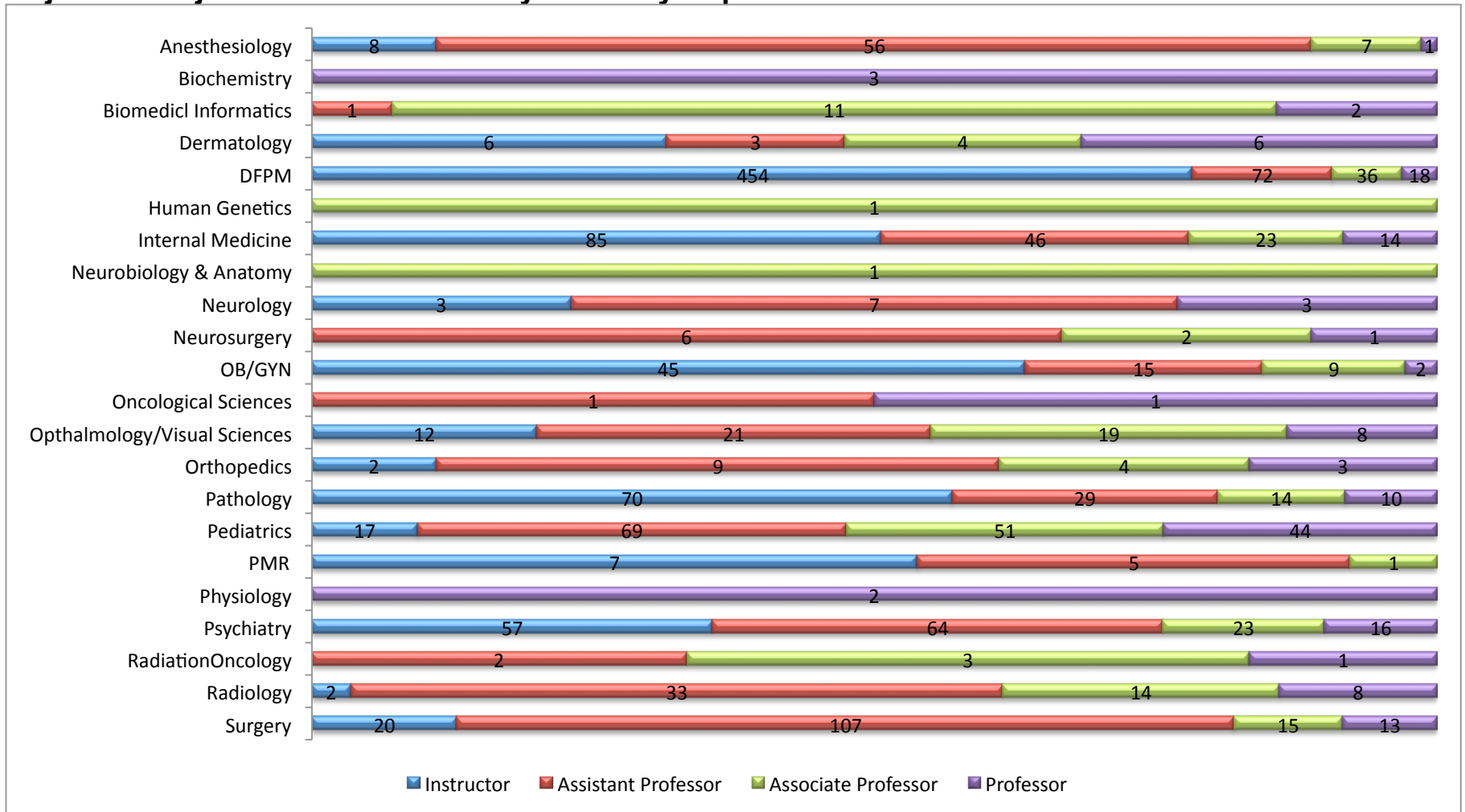
Faculty Composition

Non-Tenure Track Full Time Faculty (Clinical, Research, Lecturer) by Department & Rank



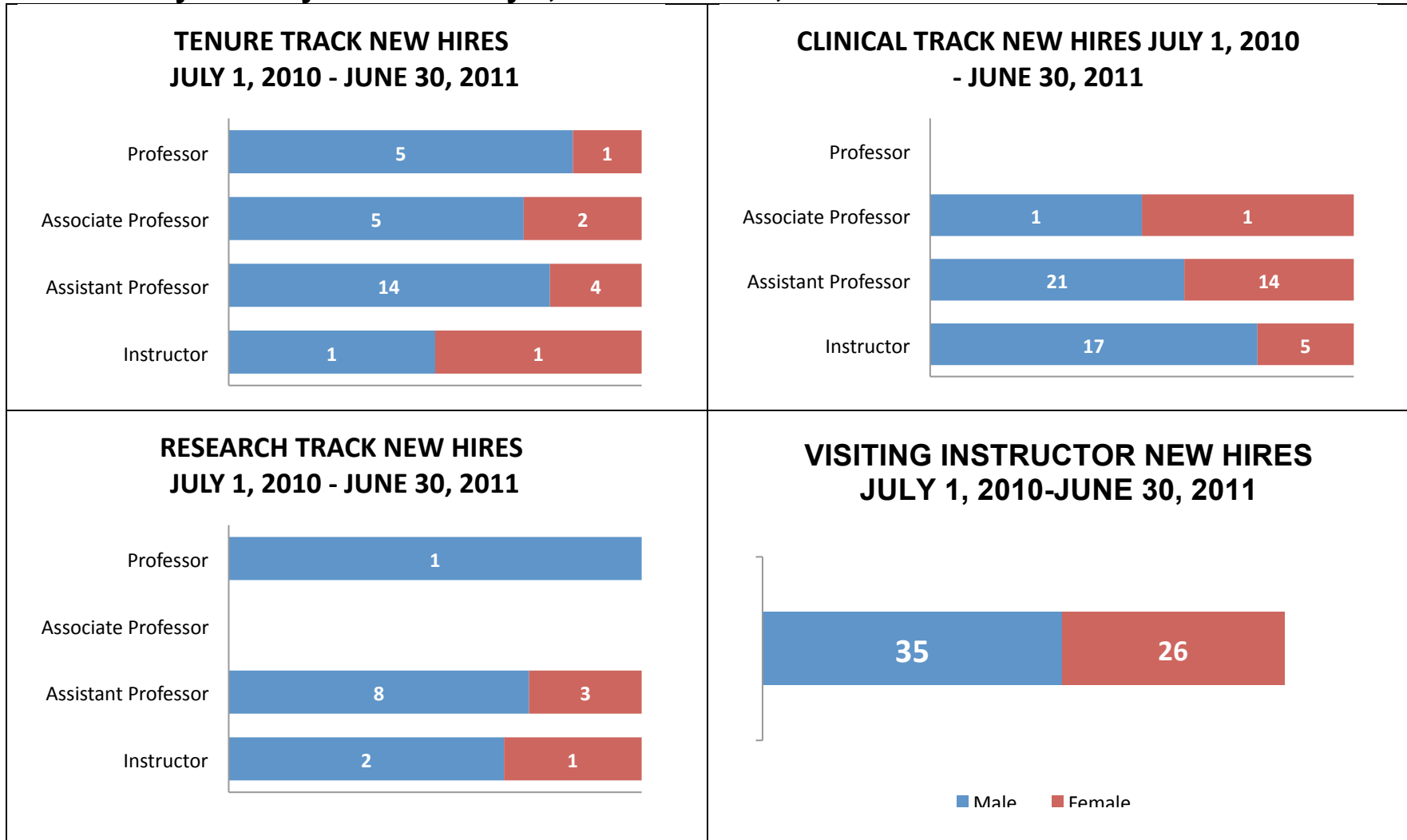
Faculty Composition

Adjunct & Adjunct /Volunteer Faculty Count by Department & Rank



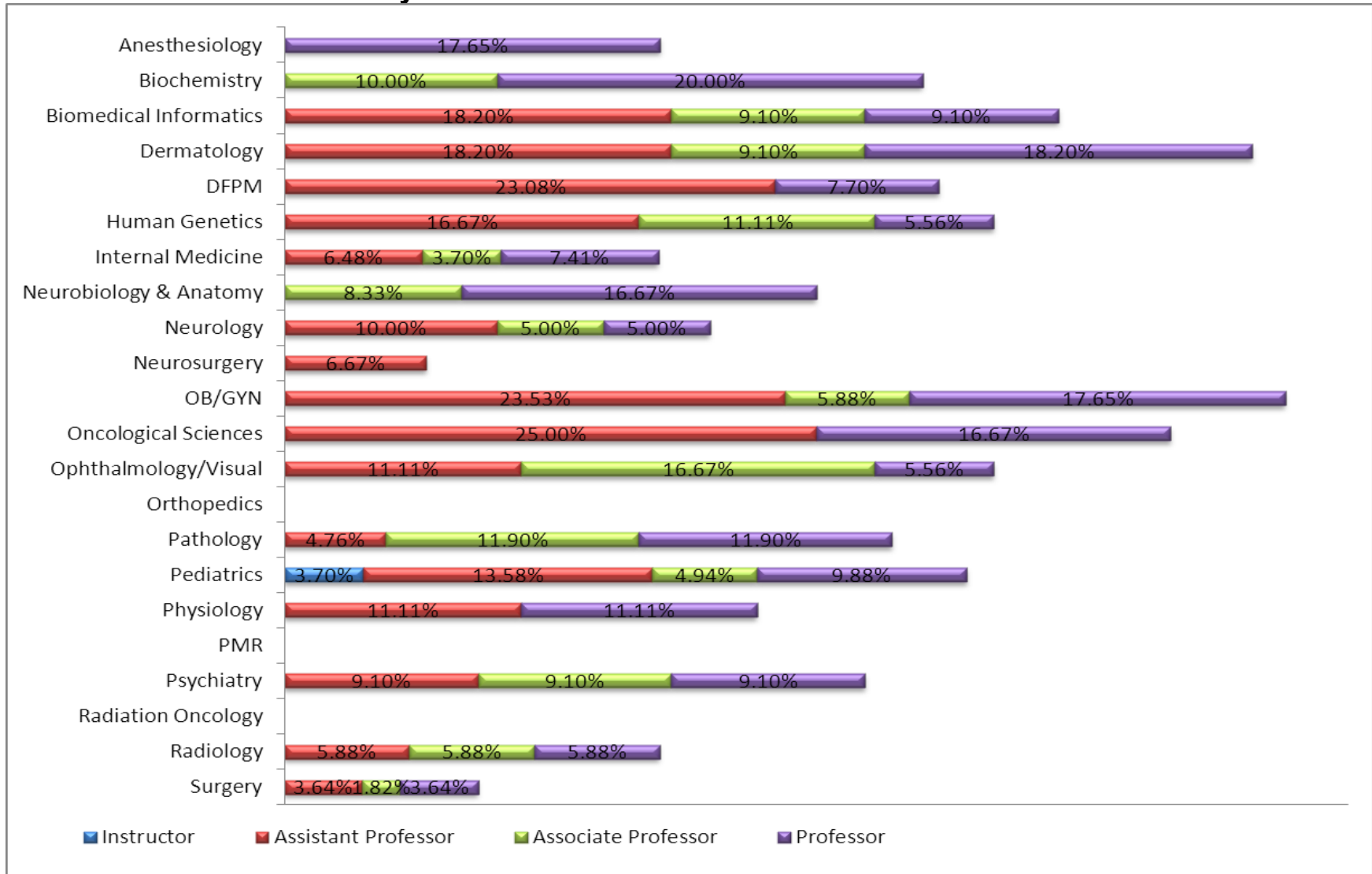
Faculty Composition

New Faculty Hires by Gender – July 1, 2010 – June 30, 2011

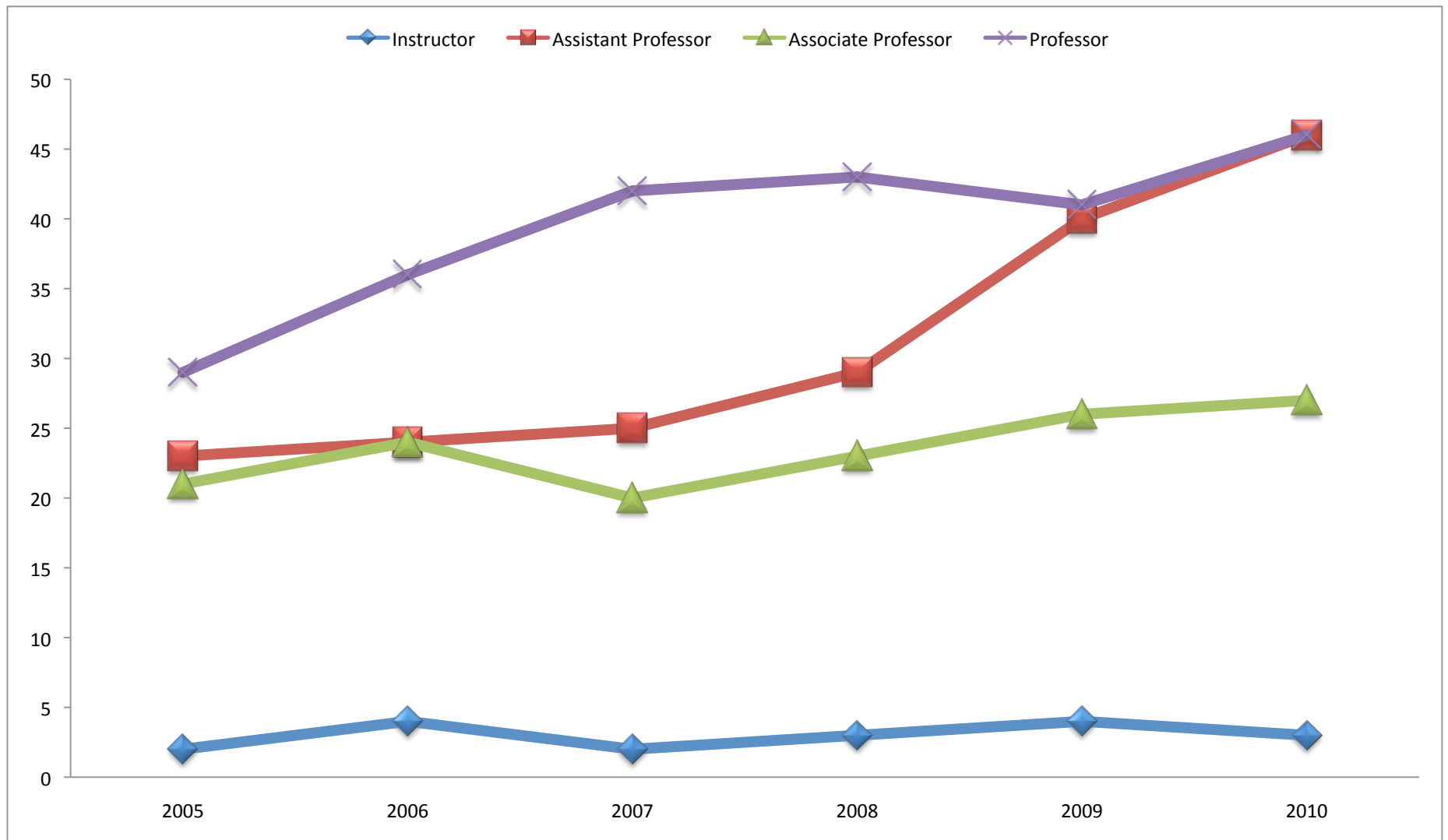


Faculty Diversity

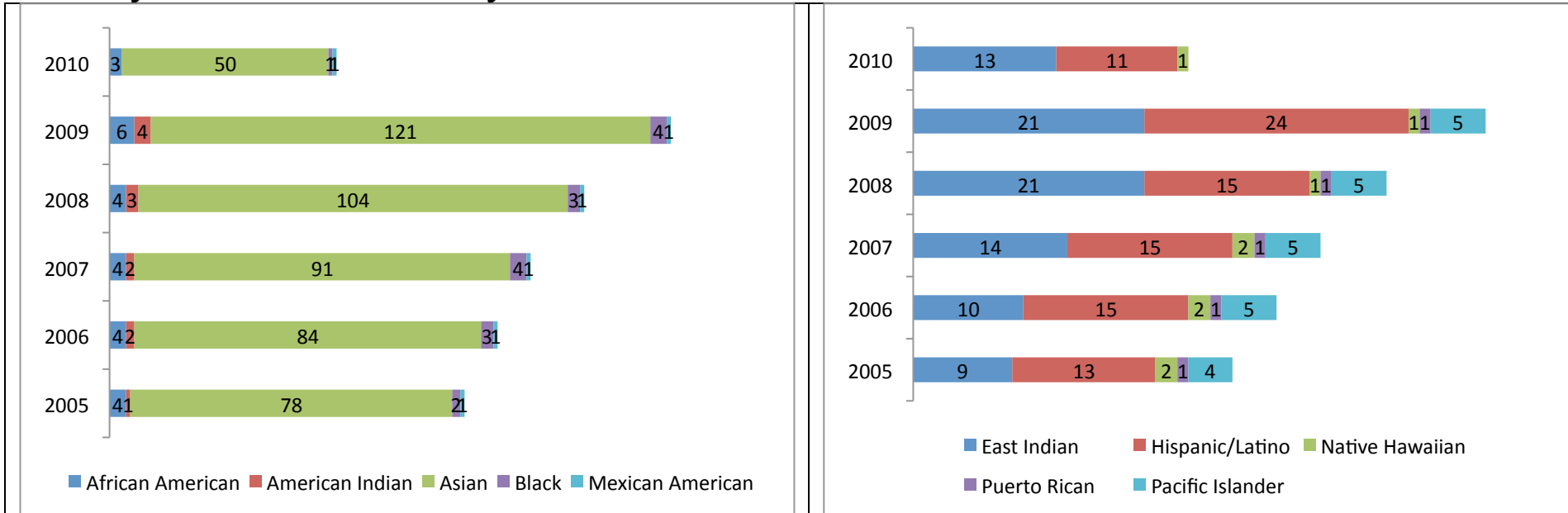
Women Tenure Track Faculty



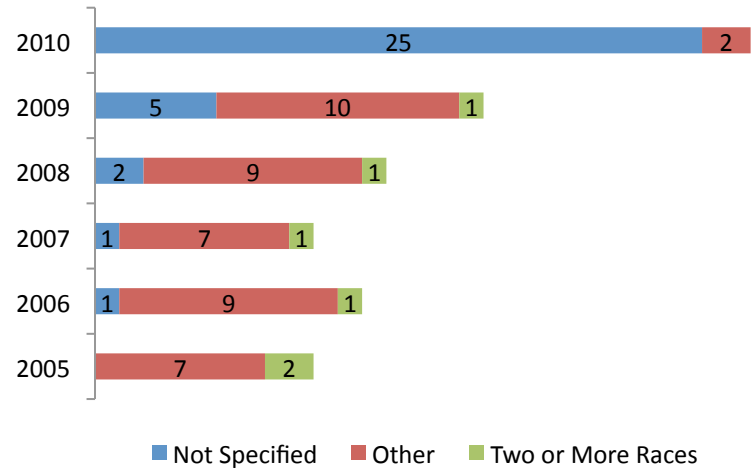
Women Tenure Track Faculty By Rank 2005-10:



Ethnicity of Tenure Track Faculty 2004-2010



Faculty Diversity



2011 School of Medicine Appointments, Retention, Promotion, & Tenure Committee Ballot

Basic Science Department Tenure Track Rep – elect 2³

Name	Department
Anthea Letsou	Human Genetics

Clinical Department Tenure Track Department Rep – elect 3

Name	Department
Akiko Okifuji	Anesthesiology
Mary Elizabeth Hartnett	Ophthalmology
Guido Tricot	Internal Medicine
Marty Slattery	Internal Medicine

Research Track Rep – elect 1⁴

Name	Department
Bellamkonda K. Kishore	Internal Medicine

Housestaff/Graduate Student Rep - elect 1

Name	Department	Rank
Derick Holt, M.D., PH.D.	Ophthalmology	PGY2
Ashley Ellsworth	Pediatrics	PL2

Medical Student Rep – elect 1

Name
Kevin Dahle
Julia Curtis
Elise Mecham
Lindsey Minshew Fields
Katharine Osborn
Brian Stagg

A&RPT Committee election will begin May 19, 2011

³ As of 4/13/11 only one member of the Basic Science faculty has agreed to run. We need to elect at least 2.

⁴ As of 4/13/11 only one member of the Research track faculty has agreed to run for election.

Replacing Members:

Name	Department	REP TYPE	Term Ends
Alan R. Light Ph.D.	Anesthesiology	RT	2011
Alun Thomas Ph.D.	Biomedical Informatics	BS	2011
Griffin Jardine, MSIV	Deans Office	MS	2011
Jana Wold, M.D.	Neurology	HS	2011
Ingrid E. Nygaard M.D.	Obstetrics and Gynecology	CD	2011
Don Ayer, Ph.D.	Oncological Sciences	BS	2011
John Weis Ph.D. (Chair)	Pathology	CD	2011
Larry Kraiss M.D.	Surgery	CD	2011

Continuing Members:

Name	Department	REP TYPE	Term Ends
Janet M. Shaw, Ph.D. (CHAIR)	Biochemistry	BS	2012
Andrew Weyrich, Ph.D.	Internal Medicine	CD	2012
Kenneth Spitzer, Ph.D.	Physiology	AL	2012
Wade Samowitz, M.D.	Pathology	BS	2013
Howard Mann, M.D.	Radiology	CT	2013

CD = Clinical Department
 BS = Basic Science Department
 AL = At Large Representative
 RT = Research Track Representative
 CT = Clinical Track Representative
 MS = Medical Student
 HS = Housestaff/Graduate Student Representative

Academic Senate

The Academic Senate plays an integral part in the shared governance of the University of Utah. Its status is codified both in the PPM and in the history of the University. Strong working relations have developed between the Senate and the Administration in confronting the issues faced by the University. Both Senate and Administration take the initiative in formulating issues and in developing responses to them. Much of the actual Senate work is carried out by the nine senate-elected committees, which work on the central academic issues of the institution. They report to the full Senate, and the Senate often acts on their proposals as well as on issues brought to its attention by the administration. The recently revised apportionment of the University Academic Senate currently provides for 14 representatives from the School of Medicine.

Election Results 2011

Invitees Answered 198 **Invitees (Completed Questionnaire)** 95% **Invitees (All)** 37% 

Name	Count
Fuhrmann	80
Gershan	96
Hartnett	71
Huang	79
Kaza	52
Katz	85
Shelton	83
Taha	61
Wang	81

Replacing:	Department	Term Ends
Richard Barton	Surgery	2011
Sandra Hasstedt	Human Genetics	2011
Harriet Hopf	Anesthesiology	2011
William C. Michel	Physiology	2011
Kathryn Morton	Radiology	2011

2011 Senate Roster⁵	Department	Term Ends
Robert Fujinami	Pathology	2012
Stephen Lessnick	Pediatrics	2012
David Viskochil	Pediatrics	2012
Stephen Alder	DFPM	2013
Richard Dorsky	Neurobiology & Anatomy	2013
Anthea Letsou	Human Genetics	2013
Teri J. Mauch	Pediatrics	2013
Martin Rechsteiner	Biochemistry	2013
Angela Yetman	Pediatrics	2013
Clough Shelton	Surgery	2014
Bradley J. Katz	Ophthalmology	2014
Sabine Fuhrmann	Ophthalmology	2014
Li Wang	Internal Medicine	2014
William M. Gershan	Pediatrics	2014

⁵ **New Members**

UPTAC School of Medicine Ballot Results

The School of Medicine faculty needs to elect one faculty to replace Dr. Elizabeth Leibold to serve on the University Promotion and Tenure Advisory Committee (UPTAC) for the 2011-14 term. Only **TENURED** members of the faculty are eligible to serve as members of UPTAC. We would appreciate your forwarding any potential tenured faculty who would be willing to run for election and if elected serve as a representative for the SOM on this committee.

School of Medicine UPTAC Ballot & Results:

NAME	DEPARTMENT	RESULTS:
Mary Elizabeth Hartnett	Ophthalmology/Visual Sciences	7%
Michael C. Sanguinetti	Physiology	10%
Akiko Okifuji	Anesthesiology	4%
Elie P. Elovic	Physical Medicine & Rehabilitation	4%
Maureen A. Murtaugh	Internal Medicine	11%
Leigh A. Neumayer	Surgery	19%
Donald D. Vernon	Pediatrics	22%
Suzanne L. Mansour	Human Genetics	17%

Appendix A Tenure Track New Hires

Tenure Track New Hires – July 1, 2010 – June 30, 2011

Name	Department	Rank	Initial Hire Date
Leslie A. Lenert	Biomedical Informatics	Professor	9/1/2010
Guilherme Del Fiol	Biomedical Informatics	Assistant Professor	3/1/2011
Matthew S. Thiese	Family and Preventive Medicine	Assistant Professor	1/4/2011
Makoto M. Jones	Internal Medicine	Instructor	7/1/2010
Lisa A. Lesniewski	Internal Medicine	Assistant Professor	9/1/2010
Leslie A. Lenert	Internal Medicine	Professor	9/1/2010
Sankar Swaminathan	Internal Medicine	Professor	10/31/2010
Derek J. Dossdall	Internal Medicine	Assistant Professor	9/1/2010
Michael W. Deininger	Internal Medicine	Professor	8/16/2010
Anthony J. Donato	Internal Medicine	Assistant Professor	9/1/2010
Ravi Ranjan	Internal Medicine	Assistant Professor	8/6/2010
Amnon Schlegel	Internal Medicine	Assistant Professor	7/1/2010
Christopher T. Gregg	Neurobiology and Anatomy	Assistant Professor	4/1/2011
K.C. Brennan	Neurology	Assistant Professor	9/1/2010
Robert E. Hoesch	Neurology	Assistant Professor	7/1/2010
Howard Colman	Neurosurgery	Associate Professor	9/1/2010
Erica B. Johnstone	Obstetrics/Gynecology	Assistant Professor	7/26/2010
David Bearss	Oncological Sciences	Associate Professor	2/1/2011
Margaret M. DeAngelis	Ophthalmology/Visual Sciences	Associate Professor	7/1/2010
Mary P. Bronner	Pathology	Professor	1/1/2011
Elaine Lyon	Pathology	Associate Professor	10/1/2010
Mohamed E. Salama	Pathology	Associate Professor	10/1/2010
Karin Chen	Pediatrics	Instructor	7/1/2010
William M. Gershan	Pediatrics	Professor	9/15/2010
Michael E. Engel	Pediatrics	Assistant Professor	10/5/2010
Aimee O. Hersh	Pediatrics	Assistant Professor	10/5/2010
Anne C. Kirchhoff	Pediatrics	Assistant Professor	6/16/2011
Michael G. Spigarelli	Pediatrics	Professor	2/1/2011
Adam L. Hersh	Pediatrics	Assistant Professor	10/5/2010
D. Matthew Wachowiak	Physiology	Associate Professor	9/1/2010
Vikren Sarkar	Radiation Oncology	Assistant Professor	7/1/2010
Christopher J. Anker	Radiation Oncology	Assistant Professor	7/1/2010
Robin D. Kim	Surgery	Associate Professor	11/1/2010
William Lowrance	Surgery	Assistant Professor	2/15/2011

Appendix B Clinical Track New Hires

Clinical Track New Hires – July 1, 2010 – June 30, 2011

Name	Department	Rank	Initial Hire Date
Aaron D. Wallace	Anesthesiology	Instructor (Clinical)	7/1/2010
Smitha Warriar	Anesthesiology	Instructor (Clinical)	7/1/2010
Peter C. Pelegrin	Anesthesiology	Instructor (Clinical)	7/1/2010
Adam L. Larson	Anesthesiology	Instructor (Clinical)	7/1/2010
Michael M. Beck	Anesthesiology	Instructor (Clinical)	7/1/2010
Michael J. Karge	Anesthesiology	Instructor (Clinical)	7/1/2010
Michelle Cooper Curtis	Anesthesiology	Instructor (Clinical)	7/1/2010
Daniel S. Gammon	Anesthesiology	Instructor (Clinical)	7/1/2010
Bernard A. LaSalle	Biomedical Informatics	Instructor (Clinical)	12/1/2010
Kimberly A. Pettit	Dermatology	Assistant Professor (Clinical)	10/1/2010
Keith Duffy	Dermatology	Assistant Professor (Clinical)	7/1/2010
Casey R. Owens	Internal Medicine	Instructor (Clinical)	7/1/2010
John H. Bowers	Internal Medicine	Instructor (Clinical)	4/5/2011
Natalie A. Sanders	Internal Medicine	Instructor (Clinical)	11/9/2010
Kathryn R. Byrne	Internal Medicine	Instructor (Clinical)	8/15/2010
Helen E. Hong	Internal Medicine	Assistant Professor (Clinical)	9/6/2010
Jerry D. Walker	Internal Medicine	Instructor (Clinical)	8/6/2010
Anwar Tandar	Internal Medicine	Assistant Professor (Clinical)	1/1/2011
Helen Barkan	Neurology	Associate Professor (Clinical)	3/1/2011
Michele A. Bennett	Obstetrics/Gynecology	Instructor (Clinical)	7/26/2010
Hillary M. Moore Seger	Obstetrics/Gynecology	Instructor (Clinical)	7/1/2010
Jamie McDonald	Pathology	Assistant Professor (Clinical)	7/1/2010
Archana M. Agarwal	Pathology	Assistant Professor (Clinical)	7/1/2010
Joely Straseski	Pathology	Assistant Professor (Clinical)	1/17/2011
Dylan V. Miller	Pathology	Assistant Professor (Clinical)	7/1/2010
Allen N. Lamb	Pathology	Associate Professor (Clinical)	5/1/2011
Mark A. Fisher	Pathology	Assistant Professor (Clinical)	10/1/2010
Robert Schlaberg	Pathology	Instructor (Clinical)	7/1/2010

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Thomas L. Sutton	Pediatrics	Assistant Professor (Clinical)	10/16/2010
Brian P. Good	Pediatrics	Assistant Professor (Clinical)	4/15/2011
Lynn A. Gershan	Pediatrics	Assistant Professor (Clinical)	10/11/2010
Scott Carleton	Pediatrics	Assistant Professor (Clinical)	8/6/2010
Christian M. Niedzwecki	Pediatrics	Assistant Professor (Clinical)	8/1/2010
Kristina McKinley	Pediatrics	Assistant Professor (Clinical)	8/15/2010
Shauna Desai	Pediatrics	Assistant Professor (Clinical)	10/15/2010
Stephanie L. Spanos	Pediatrics	Assistant Professor (Clinical)	7/1/2010
Andrew G. Smith	Pediatrics	Assistant Professor (Clinical)	8/22/2010
Michael D. Johnson	Pediatrics	Instructor (Clinical)	7/2/2010
Ashley Warnock	Pediatrics	Assistant Professor (Clinical)	9/1/2010
Nicole F. Langston	Pediatrics	Assistant Professor (Clinical)	8/9/2010
Glen F. Huff	Pediatrics	Assistant Professor (Clinical)	8/15/2010
Joseph G. Cunniff	Physical Medicine & Rehab	Assistant Professor (Clinical)	3/8/2011
Christian M. Niedzwecki	Physical Medicine & Rehab	Assistant Professor (Clinical)	8/1/2010
Megan A. Farley	Psychiatry	Assistant Professor (Clinical)	7/1/2010
Michelle Bauer	Psychiatry	Assistant Professor (Clinical)	4/6/2011
Matthew B. Perkins	Psychiatry	Assistant Professor (Clinical)	7/1/2010
Benjamin R. Chan	Psychiatry	Instructor (Clinical)	8/1/2010
Emily M. Grossell	Psychiatry	Instructor (Clinical)	9/13/2010
Matthew M. Poppe	Radiation Oncology	Assistant Professor (Clinical)	8/1/2010
Eugene J. Huo	Radiology	Assistant Professor (Clinical)	2/1/2011
Ryan G. O'Hara	Radiology	Assistant Professor (Clinical)	1/1/2011
Bhasker R. Koppula	Radiology	Instructor (Clinical)	9/11/2010
Stephen Fafinski	Radiology	Assistant Professor (Clinical)	11/1/2010
Gerard S. Doyle	Surgery	Assistant Professor (Clinical)	7/1/2010
Kevin F. Wilson	Surgery	Assistant Professor	7/1/2010

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		(Clinical)	
Gerard S. Doyle	Surgery	Assistant Professor (Clinical)	7/1/2010
Toby M. Enniss	Surgery	Assistant Professor (Clinical)	7/1/2010
P. Daniel Ward	Surgery	Assistant Professor (Clinical)	7/1/2010
Daniel M. Ihnat	Surgery	Associate Professor (Clinical)	7/1/2010
Eleazar Ley	Surgery	Instructor (Clinical)	7/1/2010
Eric T. Volckmann	Surgery	Assistant Professor (Clinical)	9/15/2010
Megan L. Fix	Surgery	Assistant Professor (Clinical)	9/1/2010
J. M. Wilson	Surgery	Instructor (Clinical)	7/1/2010

Appendix C Research Track New Hires

Research Track New Hires – July 1, 2010 – June 30, 2011

Name	Department	Rank	Initial Hire Date
Bingjian Feng	Dermatology	Research Assistant Professor	3/8/2011
Bret S. Heale	Internal Medicine	Research Assistant Professor	8/30/2010
Sabina Swierczek	Internal Medicine	Research Assistant Professor	2/8/2011
Yan-Ting Elizabeth Shiu	Internal Medicine	Research Assistant Professor	8/1/2010
Lance E. Davidson	Internal Medicine	Research Assistant Professor	2/8/2011
Andrew Redd	Internal Medicine	Research Assistant Professor	9/1/2010
Ashvin K. George	Internal Medicine	Research Assistant Professor	3/31/2011
Markus Amann	Internal Medicine	Research Assistant Professor	12/7/2010
Shuanghu Liu	Internal Medicine	Research Instructor	11/9/2010
David A. Nix	Oncological Sciences	Research Assistant Professor	8/1/2010
Sujeevini Jeyapalina	Orthopaedics	Research Instructor	7/1/2010
Li Dai	Pediatrics	Research Assistant Professor	7/1/2010
James D. Johnston	Pediatrics	Research Assistant Professor	4/1/2011
John C. Churchwell	Psychiatry	Research Instructor	11/1/2010
Jorge A. Genovese	Surgery	Research Professor	2/1/2011

Appendix D VISITING INSTRUCTOR NEW HIRES

Visiting Track New Hires– July 1, 2010 – June 30, 2011

Name	Department	Rank	Initial Hire Date
Shaída Talebreza Brandon	Internal Medicine	Visiting Instructor	7/1/2010
Katherine Anderson	Internal Medicine	Visiting Instructor	7/1/2010
Elisabeth S. Christians	Internal Medicine	Visiting Associate Professor	12/1/2010
Roneka Ravenell	Internal Medicine	Visiting Instructor	8/1/2010
Amikar Sehdev	Internal Medicine	Visiting Instructor	7/1/2010
John W. Nord	Internal Medicine	Visiting Instructor	8/6/2010
Milan E. Folkers	Internal Medicine	Visiting Instructor	7/1/2010
Benjamin N. Voorhies	Internal Medicine	Visiting Instructor	7/1/2010
Andy Nguyen	Internal Medicine	Visiting Instructor	7/1/2010
Damon Toth	Internal Medicine	Visiting Instructor	8/1/2010
Joseph T. Krezowski	Internal Medicine	Visiting Instructor	7/1/2010
Tiehua Chen	Internal Medicine	Visiting Instructor	9/6/2010
Mustafa Mir-Kasimov	Internal Medicine	Visiting Instructor	7/1/2010
Shawn M. Smith	Neurology	Visiting Instructor	4/4/2011
Janet C. Jacobson	Obstetrics/Gynecology	Visiting Instructor	7/1/2010
Oumar Kuzbari	Obstetrics/Gynecology	Visiting Instructor	7/1/2010
Julie B. Shelton	Ophthalmology/Visual Sciences	Visiting Instructor	7/1/2010
Shameema Sikder	Ophthalmology/Visual Sciences	Visiting Instructor	7/1/2010
Julia P. Shulman	Ophthalmology/Visual Sciences	Visiting Instructor	7/1/2010
Sonya Dhar	Ophthalmology/Visual Sciences	Visiting Instructor	7/1/2010
Marcus C. Neuffer	Ophthalmology/Visual Sciences	Visiting Instructor	7/1/2010
Paul Yang	Ophthalmology/Visual Sciences	Visiting Instructor	7/1/2010
Heather J. Clark	Orthopaedics	Visiting Instructor	8/1/2010
Jodi D. Southam	Orthopaedics	Visiting Instructor	8/1/2010
Xan F. Courville	Orthopaedics	Visiting Instructor	8/1/2010
Lisa M. Sasso	Orthopaedics	Visiting Instructor	8/1/2010
Thomas J. Sylvester	Orthopaedics	Visiting Instructor	8/1/2010
Christopher E. Pelt	Orthopaedics	Visiting Instructor	8/1/2010
Benjamin M. Stronach	Orthopaedics	Visiting Instructor	8/1/2010
Shawn L. Price	Orthopaedics	Visiting Instructor	8/1/2010
Chad M. Patton	Orthopaedics	Visiting Instructor	8/1/2010
Trevor H. Magee	Orthopaedics	Visiting Instructor	8/1/2010
Jakub S. Langer	Orthopaedics	Visiting Instructor	8/1/2010

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Eric J. Duncavage	Pathology	Visiting Instructor	7/1/2010
Rachel McCandless	Pediatrics	Visiting Instructor	8/1/2010
Irene Kocolas	Pediatrics	Visiting Instructor	7/1/2010
Kimberly M. Molina	Pediatrics	Visiting Instructor	7/26/2010
Ryann Bierer	Pediatrics	Visiting Instructor	7/27/2010
Jill Sweney	Pediatrics	Visiting Instructor	7/1/2010
Kristen E. Day	Pediatrics	Visiting Instructor	7/1/2010
Victoria L. Wilkins	Pediatrics	Visiting Instructor	8/15/2010
Brandon A. Zielinski	Pediatrics	Visiting Instructor	8/1/2010
Ryan T. Donnelly	Pediatrics	Visiting Instructor	7/1/2010
Chuanchau J. Jou	Pediatrics	Visiting Instructor	7/1/2010
Carly E. Day	Physical Medicine and Rehabilitation	Visiting Instructor	8/1/2010
A. Michael Henrie	Physical Medicine and Rehabilitation	Visiting Instructor	8/1/2010
Lauren V. Zollinger	Radiology	Visiting Instructor	7/1/2010
David C. Olson	Radiology	Visiting Instructor	7/1/2010
Benjamin W. Wilkerson	Radiology	Visiting Instructor	7/1/2010
David E. Greenberg	Radiology	Visiting Instructor	7/1/2010
Brian M. Chin	Radiology	Visiting Instructor	7/1/2010
Darren L. Shirley	Radiology	Visiting Instructor	7/1/2010
Bryan R. Foster	Radiology	Visiting Instructor	7/1/2010
Matthew A. Stein	Radiology	Visiting Instructor	1/18/2011
Richard P. Nguyen	Radiology	Visiting Instructor	7/1/2010
Karen L. Powers	Surgery	Visiting Instructor	7/1/2010
Emily Sagalyn	Surgery	Visiting Instructor	7/1/2010
Maria Nemethy	Surgery	Visiting Instructor	7/1/2010
Bradley A. Dreifuss	Surgery	Visiting Instructor	7/1/2010
Michael P. Mallin	Surgery	Visiting Instructor	7/1/2010
Matthew S. Dawson	Surgery	Visiting Instructor	7/1/2010

Appendix E RESIGNATIONS

Tenure Track Resignations

Name	Department	Rank	Initial Hire Date
Jean-Marc Lalouel	Human Genetics	Professor	9/1/1985
Thomas P. Kennedy	Internal Medicine	Professor	2/1/2005
Kevin M. Flanigan	Neurology	Associate Professor	1/1/1999
M. Peter Heilbrun	Neurosurgery	Professor Emeritus	7/1/1971
Brian T. Collins	Pathology	Professor	9/1/2007
August L. Jung	Pediatrics	Professor Emeritus	7/1/1967
Andrew S. Zeft	Pediatrics	Assistant Professor	7/1/2009
Kathleen M. Ventre	Pediatrics	Assistant Professor	1/1/2008
Gholson J. Lyon	Psychiatry	Assistant Professor	6/1/2009
Reid J. Robison	Psychiatry	Instructor	7/1/2009

Clinical Track Resignations

Name	Department	Rank	Initial Hire Date
John S. Ziegler	Anesthesiology	Associate Professor (Clinical)	5/1/2000
Aaron D. Wallace	Anesthesiology	Instructor (Clinical)	7/1/2010
James A. Bradway, II	Anesthesiology	Assistant Professor (Clinical)	7/1/1986
Daniel A. Drennan	Anesthesiology	Assistant Professor (Clinical)	7/1/2008
Leonard J. Haas	Family and Preventive Medicine	Professor (Clinical)	7/1/1990
Mary Jann DeWitt	Family and Preventive Medicine	Assistant Professor (Clinical)	7/1/1998
Stephen J. Bekanich	Internal Medicine	Assistant Professor (Clinical)	7/1/2005
Caroline R. Tadros	Internal Medicine	Assistant Professor (Clinical)	8/10/2009
Norman L. Sussman	Internal Medicine	Professor (Clinical)	11/10/2008
Mark L. Martinez	Internal Medicine	Assistant Professor (Clinical)	9/1/2009
Susan M. Rose	Obstetrics/Gynecology	Assistant Professor (Clinical)	9/1/2007
Patrice K. Held	Pathology	Assistant Professor (Clinical)	11/1/2007
Rosemary She	Pathology	Assistant Professor (Clinical)	9/1/2008
Joseph Marty, III	Pathology	Assistant Professor (Clinical)	7/1/1993
Soumen Khatua	Pediatrics	Assistant Professor (Clinical)	9/1/2009
Jana D. Bingman	Psychiatry	Instructor (Clinical)	2/1/2010
Scott R. Stiefel	Psychiatry	Assistant Professor (Clinical)	7/1/1999
Judith S. Miller	Psychiatry	Associate Professor (Clinical)	7/1/2002
Arden L. Weintraub	Psychiatry	Assistant Professor (Clinical)	12/1/2006
Leslie L. Speer	Psychiatry	Assistant Professor (Clinical)	3/1/2009

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Jonathan S. Silverstein	Radiology	Assistant Professor (Clinical)	6/1/2008
James G. Carlisle	Radiology	Assistant Professor (Clinical)	7/1/2004
Allene S. Burdette	Radiology	Assistant Professor (Clinical)	7/1/2007
Steven M. Joyce	Surgery	Professor (Clinical)	7/1/1986

Research Track Resignations

Name	Department	Rank	Initial Hire Date
Karen Eilbeck	Human Genetics	Research Assistant Professor	11/1/2005
Wayne F. Green	Internal Medicine	Research Assistant Professor	7/9/1994
Nancy Noble	Internal Medicine	Research Professor	1/1/1983
Matthias Schabel	Radiology	Research Assistant Professor	2/15/2005