

**Dean's Advisory
Committee Meeting**



September 10, 2019

Agenda

Cristy Page, MD, MPH

- Welcome & Approval of June 2019 Minutes
- Organizational Updates
- DAC Priorities
- Leadership and Health Transformation

Wesley Burks, MD

- Dean's Update

Joanne Jordan, MD, MPH

- Committee Report Outs: Post-Tenure Review and Nominating

Lisa Rahangdale, MD, MPH

- Committee Report Out: Admissions

Joanne Jordan, MD, MPH

- Committee Report Outs: Nominating Committee

Julie Byerley, MD, MPH

- Follow up to diversity discussion from June meeting

Cam Enarson, MD, MPA & Joanne Jordan, MD, MPH

- SOM Faculty Appointment Policy

Cristy Page

- Closing Remarks

UNC SCHOOL OF MEDICINE

Welcome & Approval of June 2019 Minutes

Cristy Page, MD, MPH

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The June Meeting Notes were approved by the committee.

Welcome New Chairs & Administrators



Gwenn Garden, MD, PhD
Neurology
August 2019



Craig Cameron, PhD
Microbiology &
Immunology
September 2019



Russell Broaddus, MD, PhD
Pathology &
Laboratory Medicine
September 2019



Samantha Meltzer-Brody, MD
Psychiatry
October 2019



Karlina Matthews, MBA
Associate Dean for Administration
July 2019

UNIVERSITY OF NORTH CAROLINA

DAC Priorities 2019/2020

- **Community Building**
- **Forward Together (SOM strategic plan)**
 - Highly innovative research, focused on important health issues
 - Education where learners add value, while becoming leaders of the future
 - Service and impact at the state, national, and global levels
 - Diversity reflecting our population, embedded in a culture of belonging
 - Faculty who thrive and lead in their chosen career paths
 - Administrative infrastructure empowered to fulfill our mission
- **LCME Accreditation**
- **Transformation – ONE UNC Health**

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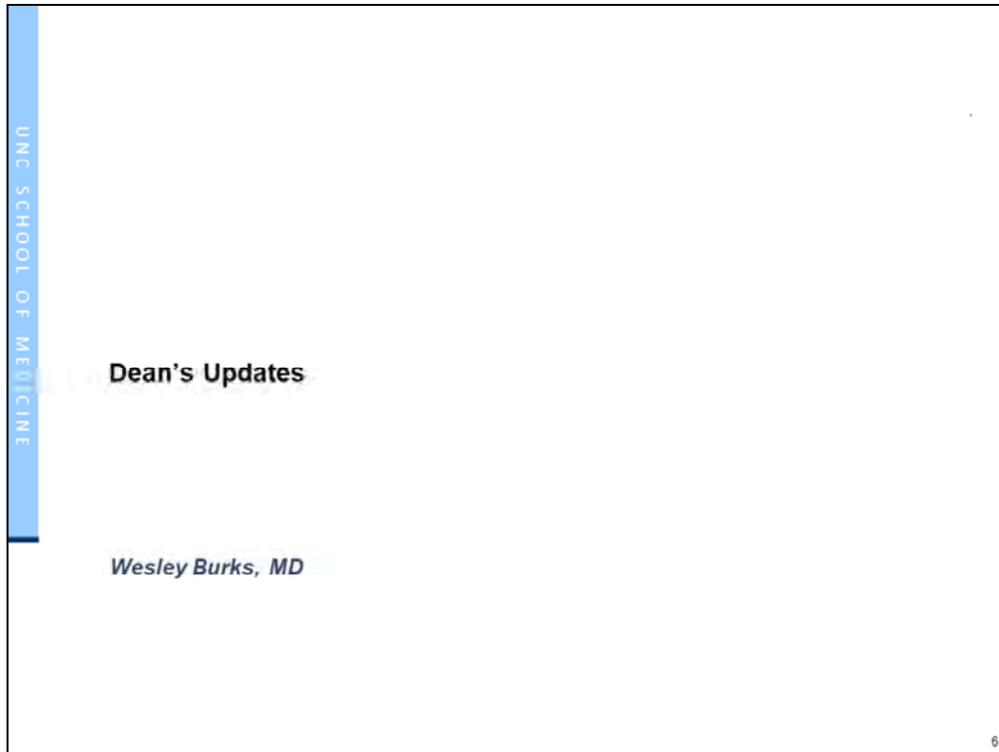
Dr. Page outlined the DAC priorities for the next academic year:

- Community Building
- Regular updates and request for input on our Forward Together strategic plan
 - Research
 - With key areas of precision medicine, neuroscience, immunology & ID, and cancer
 - Strengthening our research infrastructure
 - Education
 - Pipeline programs
 - Modernizing training in areas like: ultrasound, leadership, interprofessional education
 - Service
 - Focus service to rural North Carolina
 - Engage across the state to produce the workforce needed in North Carolina and beyond
 - Diversity
 - Strengthen institutional infrastructure and systems to support D&I

efforts

- Enhancing funding of URM recruitment & retention at all levels
- Faculty
 - Launched a system-wide Well-Being Initiative
 - Increased investment in faculty development as well as an enhanced on-boarding leadership training for new Department Chairs
- Administration
 - Develop effective and transparent internal communications
 - Increase philanthropic support
- LCME accreditation information in preparation of March 2020 site visit
- Provide updates and solicit feedback at we redesign our focus on health care

Following Dr. Page's presentation no suggested changes were brought forward by DAC members.



Dr. Burks provided the following updates:

UNC Health Care

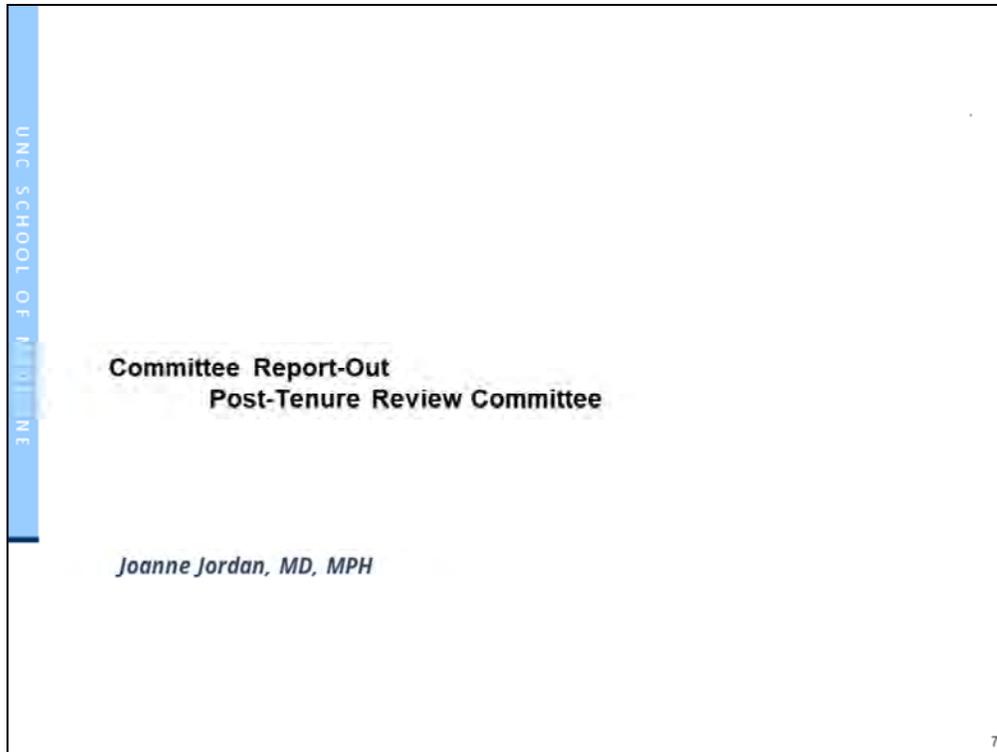
- Acknowledged the 33,000 employees of UNC Health Care and the hard work they are doing, especially in regions that are under-resourced.
- Changes underway to create a unified operating model and culture to address health care transformation, including regionalization and clinical integration.

State Health Plan

- UNC Health Care will remain in-network through CY2020.
- State Employees – our colleagues – will have access to primary, specialty and hospital care they are used to receiving.
- The State Treasurer desires a long-term solution that achieves lower costs, improved outcomes, and transparency. We presented a plan that achieves that.
- Remain open to collaborating with the Treasurer to achieve those goals moving forward.

Joint Commission

- Corrective actions on track and published on our website
- Follow up survey in 4 months.



Dr. Jordan provided updates from the Post-Tenure Review Committee (PTRC):

- Reviewed the structure of the committee, the types of faculty reviewed, and the number of reviews processed
- Provided an update to the committee on the Provost's Task Force. A number of recommendations for changes were provided, including simplifying the rating scale from 5 to 3. Dr. Jordan will continue to update as these recommendations are reviewed and policy decisions are made.

The committee asked where the criteria for review are articulated. There is no specific rubric; the process is in the policy. The PTRC will be evaluating the recommendation criteria that are being used.

The committee asked about resources for faculty that don't meet productivity expectations. Dr. Jordan reminded the committee that a development plan is a useful tool to use when mentoring faculty.

Post-Tenure Review Committee

Composition: Voting Members

- one tenured Full Professor from each basic and clinical science department with more than five tenured Full Professor faculty members, appointed by the Dean on the recommendation of the department chair
- two elected Full Professors with tenure who have successfully undergone tenure in the past two academic years
- full professors undergoing post tenure review not eligible

Ex officio Non-Voting Member: Vice Dean for Faculty Affairs and Leadership Development (Chair)

Post-Tenure Review Process Administrators



Lauren Westervelt, MPH
Assistant Director
Office of Faculty Affairs and Leadership
Development



Morgan Resnick-Kahle, MAEd
Business Services Coordinator
Office of Faculty Affairs and Leadership
Development



Trish Dant, PhD
Associate Director
Office of Research

Post-Tenure Review Committee

Post-Tenure Review of the following:

- Associate Professors deferring a promotion review and not undergoing a full department review
- Full Professors
- Biomedical Engineering Faculty in conjunction with North Carolina State University

Submission of recommendations regarding the above noted actions to the:

- reviewed faculty member
- Chair of the department in which the faculty member is primarily appointed
- Office of the Dean
- Office of the Provost

Post-Tenure Review Committee

2018 – 2019 Year in Review:

46 faculty reviewed

- 7 Associate Professors
- 37 Professors
- 3 Biomedical Engineering faculty

Recommendations (excludes BME)

- 17 Outstanding
- 13 Highly Commendable
- 10 Commendable
- 2 Productive
- 1 Needs a Development Plan

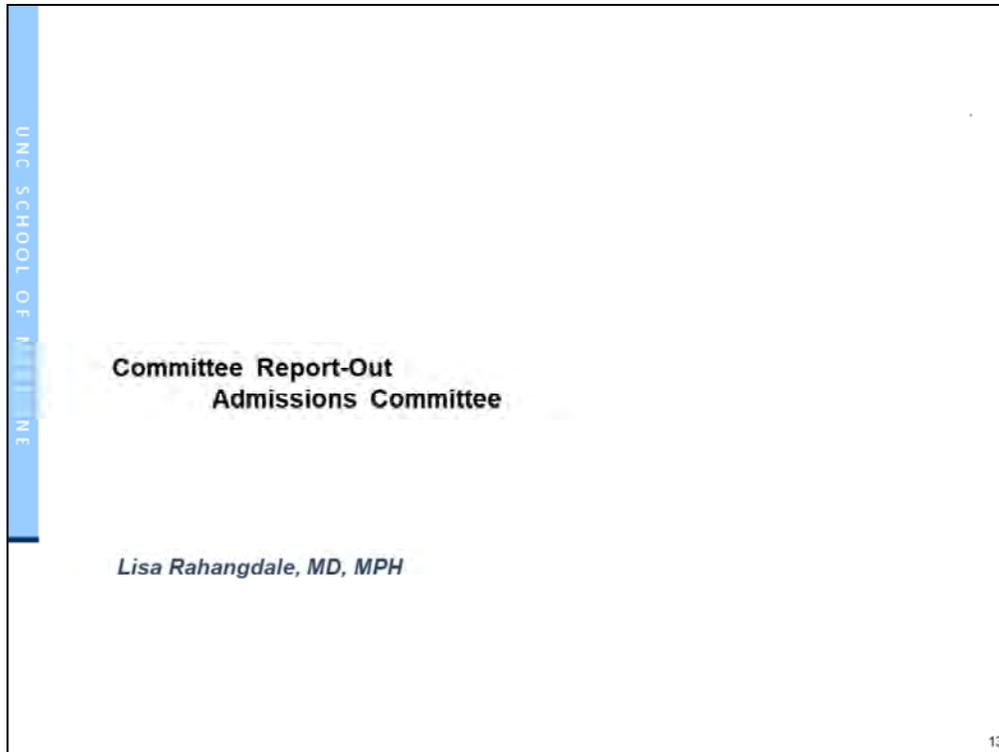
Post-Tenure Review Committee

Looking Ahead:

- **Revisit Recommendation Categories**

Current Categories	Categories Recommended by Provost's APT Task Force
<ul style="list-style-type: none">• Outstanding• Highly Commendable• Commendable• Productive• Needs a Development Plan	<ul style="list-style-type: none">• Exceeding Expectations• Meeting Expectations• Not Meeting Expectations

- **Policy Review – clear, concise**
- **Process Review – streamlined, condensed**



Dr. Rahangdale provided updates from the Admissions Committee.

She provided an overview of the composition of the Class of 2023, adding that they have seen a decrease in number of students applying directly from undergrad and a rise in gap years.

She provided a review of the new admissions process. First year data shows that applicants report a positive experience during their visit. The admissions committee also reviewed results and confirmed that there were no differences in MMI (Multiple Mini-Interview) average scores among underrepresented groups.

Dr. Rahangdale invites faculty to participate in the interview day, requiring a ½ day commitment.

APPLICANTS FOR 2019 CLASS

	2019	2018
TOTAL APPLICATIONS	7384	6924
COMPLETED NC RESIDENTS	1109	1029
COMPLETED NON-NC	6275	4380
APPLICANTS INTERVIEWED	640	642
NUMBER IN CLASS	190	190

CLASS OF 2023

- Gender: Female=112 (59%), Male=78 (41%)
- Median age: 24 yrs
- Graduate degree: 22%
- Undergraduate c/o 2019: 15%
 - No education beyond undergrad: 42%
- Science GPA: 3.62
- Overall GPA: 3.69
- MCAT average: 512 (89th %tile)
- Represent 36 NC Counties

Race/Ethnicity	2018	2019
African American or Black	27	28
American Indian or Alaska Native	3	2
Asian	34	35
Hispanic	6	9
Native Hawaiian, or another Pacific Islander	0	1
Underrepresented minorities (URM)	34	39
No response	1	4
White	132	120

PRIOR PROCESS FOR ADMISSIONS



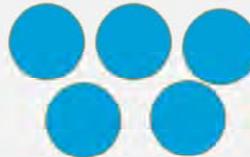
**Traditional
interview**



AMCAS Application:
MCAT/GPA, activities, personal
statement, LOR

NEW PROCESS FOR ADMISSIONS IN
2018

**Traditional
interview**



Experience UNC:
Short interviews,
simulated patient, group
discussion, team exercise

**AMCAS
Application:**
MCAT/GPA, activities,
personal statement,
LOR



APPLICANT PERFORMANCE ON MMI

- No difference in MMI average score based on
 - URM designation
 - Rural origin (current, hometown/birth place)
 - Medically underserved origin
 - Disadvantaged (parental income, 1st generation college)
 - Self-report disadvantaged
- MMI average score greater for females, $p=0.002$

APPLICANT
PERSPECTIVES

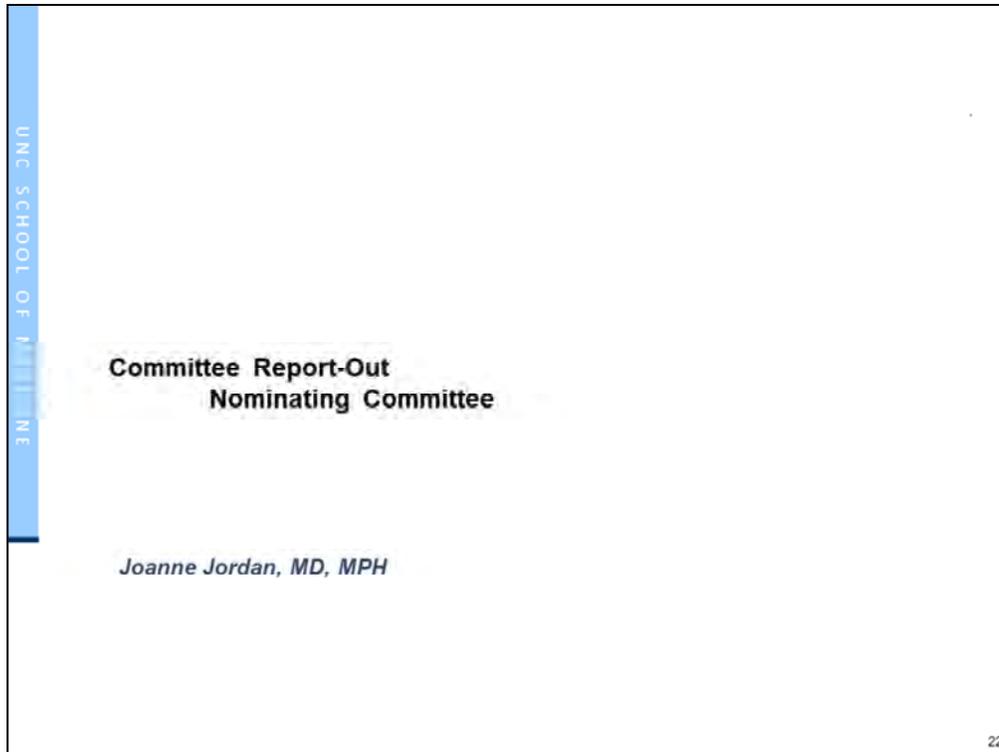
	Mean	Std. Dev
The interview day was well-organized.	4.07	.86
The interview process was easy to understand.	4.12	.83
The Office of Admissions staff made me feel welcome at UNC School of Medicine.	4.70	.55
I had enough down time during the interview day.	4.48	.76
The Experience UNC session gave me a chance to learn about UNC School of Medicine's educational environment.	3.86	.96
My one-on-one interviewer gave me (and my application) the attention I deserved.	4.53	.81
I was able to be an active participant in the group sessions.	4.38	.76

ENGAGEMENT OF UNC SOM
COMMUNITY

- 73 UNC faculty members participated
 - 9 regional
- 39 students participated
- 3 alumnae
- 15 Staff

QUESTIONS?

PLEASE JOIN US!



Dr. Jordan provided an update from the Nominating Committee.

She provided an overview of the charge committee. Noting that we consider participation part of school governance, she highlighted improvements made in faculty participation in committees and in voting.

She asked leadership to continue to encourage their faculty to participate and vote in the future.

Nominating Committee

Composition: Voting Members

- Executive Vice Dean
- Vice Dean for Faculty Affairs and Leadership Development
- Vice Dean for Research
- Vice Dean for Diversity and Inclusion
- (1) basic science chair and (1) clinical science chair elected by their peers
- (2) elected Advisory Committee representatives from the basic science and clinical science departments
- (4) additional faculty members appointed by the Dean

Ex officio Non-Voting Members: The Dean may designate such ex officio non-voting members as he/she wishes

Nominating Committee

Committee Charge:

- Develop a slate of candidates who will stand for election to the Standing Committees
- Review and advise the Dean on proposed decanal appointments to the Standing Committees

Standing Committees:

- Advisory
- Admissions
- Education
- Student Progress
- Committee to Review Appointments and Promotions to Associate Professor (Tenure Track)
- Committee to Review Appointments and Promotions to Full Professor (Tenured)
- Post-Tenure Review
- Committee to Review Promotions of Fixed Term Faculty

Nominating Committee Process Administrators



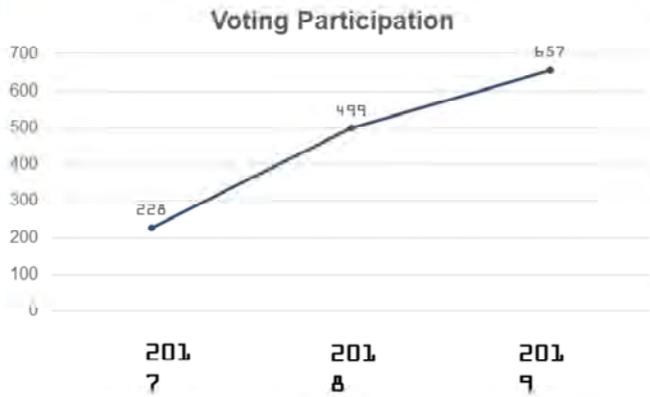
Joanne Jordan, MD, MPH
Vice Dean
Office of Faculty Affairs and Leadership
Development

Chair, Nominating Committee



Morgan Resnick-Kahle, MAEd
Business Services Coordinator
Office of Faculty Affairs and Leadership
Development

Nominating Committee



110%
Increase in voting participation from 2017 to 2018

84%
Increase in faculty standing for election 2018-2019

41
faculty were on the 2019 election ballot

43%
Response rate in 2019 election

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**Follow up to diversity discussion from June meeting:
AAMC Diversity Engagement Survey (DES)**

Aligned with the strategic plan Forward Together, we will plan to document measures of our climate and use them additionally for comparison with future data as we strive to improve inclusion.

Julie Byerley, MD, MPH

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Dr. Byerley provided an update to the diversity discussion with DAC members at the June DAC meeting.

At the request of the committee, climate survey tools were evaluated and the Diversity Engagement Survey from AAMC/UMASS was selected, as it provides benchmarks with like schools.

This tool will be used to create a baseline to better evaluate diversity and inclusion efforts at the SOM. Survey fatigue was acknowledged, and efforts will be made to work around other possible surveys.

The committee asked if and received confirmation that all departments will participate in the survey.

Dr. Byerley also provided an update of the Vice Dean for Diversity, Equity, and Inclusion search. Finalists will be on campus in next 6 weeks – open forums planned for feedback.

Diversity Engagement Survey

- **Administered by AAMC and UMASS Medical School**



- **DES is best used:**
 - For building an inclusive culture that seeks to recruit, retain, and promote diverse individuals
 - To determine the level of engagement of the total workforce in relationship to specific diverse groups
 - To assess baseline strengths and areas for improvement related to inclusion and diversity efforts

Diversity Engagement Survey

DES Standard Demographic Categories

- Primary Positions
- Length of Time
- Generational Age Group
- Race/Ethnicity
- Gender
- Sexual Orientation
- Religious Belief System
- Primary Language
- Other Languages Spoken Fluently
- Veteran Status
- Disability

Diversity Engagement Survey

- **DES captures data on:**
 - Member engagement
 - Inclusive characteristics of the organizational culture
 - The degree to which diverse groups experience inclusion
- **DES Survey Instrument**
 - The 22-item DES connects workforce engagement theory with inclusion theory and diversity constructs
 - DES was piloted in 2011 with 14 academic medical centers
 - Content validity as well as reliability measures have been established

Diversity Engagement Survey

Timeline for implementation:

- **Contracting**
 - In progress
- **Pre-implementation consultation**
- **Administration**
 - Survey portal will be open for four weeks
- **Reporting**
 - Results will be available two weeks after survey closes
 - Institutional Benchmarking Report will include:
 - Demographic breakdown of results
 - Comparisons to benchmark scores



Drs. Enarson and Jordan followed up on discussions at the June meeting regarding the promotion guidelines for instructors and assistant professors.

The draft policy was reviewed with the committee.

The committee made one suggested change - that instructor rank language be changed from “board certification” to “board eligible”

The committee had questions about differing processes across departments. The intent of this policy is to remain broad enough to encompass variations across departments. More standardized processes may be recommended in the future.

The committee approved the SOM Faculty Appointment Policy with language adjustment requested.

Dr. Enarson also discussed the need for faculty to receive annual written communication about their clinical, teaching and research responsibilities, and compensation. Drs. Jordan and Enarson will communicate with the chairs about how to address the issue.

**School of Medicine Guidelines for
Appointment, Reappointment and Promotion of Faculty**

- Guidelines updated to include promotion of adjunct faculty at June 2019 DAC meeting.
- Gap identified with respect to appointment of instructors and assistant professors
- Draft SOM appointment policy developed to codify the process

4.3 Faculty Appointment Policies

- A medical school has clear policies and procedures in place for faculty appointment, renewal of appointment, promotion, granting of tenure, remediation, and dismissal that involve the faculty, the appropriate department heads, and the dean, and provides each faculty member with written information about his or her term of appointment, responsibilities, lines of communication, privileges and benefits, performance evaluation and remediation, terms of dismissal, and, if relevant, the policy on practice earnings.

Appointment of Instructors and Assistant Professors

- At the time of initial employment, the chair with the input of the faculty member will recommend rank and track choice. Criteria for promotion to each rank should be used to determine rank at the time of appointment.
- Appointment at the rank of instructor or assistant professor shall be based on the recommendation of the chair and approval of the dean or dean's designee.

Appointment of Instructors and Assistant Professors cont'd

- The Instructor rank may be used for an individual who has attained the minimal degree appropriate to the discipline, may still be in training (e.g. fellow), or has completed training but has not achieved board certification. Initial appointments at the rank of Assistant Professor may be considered for an individual with a doctoral or other appropriate terminal degree who has potential in research, education or service and who has completed training and achieved board certification where appropriate.

Appointment of Instructors and Assistant Professors cont'd

- Appointment to the rank of Instructor or Assistant Professor does not require action of the SOM Appointments, Promotion, and Tenure Committees.
- Recommendations for appointment of fixed term faculty include review at the departmental level and at the School level. Appointment of an individual holding the instructor rank as an assistant professor shall be based on the recommendation of the chair and approval of the dean or dean's designee.

Appointment of Instructors and Assistant Professors

Current wording pages 16-17:

*Beginning in 2005, recommendations for promotion of fixed term faculty at 50% effort or more include review not only at the departmental level but also at the School level. It is important to emphasize that decisions regarding the promotion of fixed term faculty members are separate from decisions regarding the employment of such individuals. **Decisions about employment, including initial appointment and reappointment, remain the sole responsibility and prerogative of the Chair, in consultation with the assembled Full Professors of his or her department.** It is important to understand, however, that the University considers the change in rank of a fixed term faculty member to be an initial appointment at a higher rank rather than as a promotion.

**School of Medicine Guidelines for
Appointment, Reappointment and Promotion of Faculty**

- Proposed change to make this congruent with Element 4.3:
- Replace the bolded sentence and add the following sentence:

The Department Chair or the Chair's designee initiates all recommendations for appointment, reappointment, or promotion of fixed term faculty.

Requested Action

- Approve SOM Faculty Appointment Policy
- Approve revision to School of Medicine Guidelines for Appointment, Reappointment and Promotion of Faculty

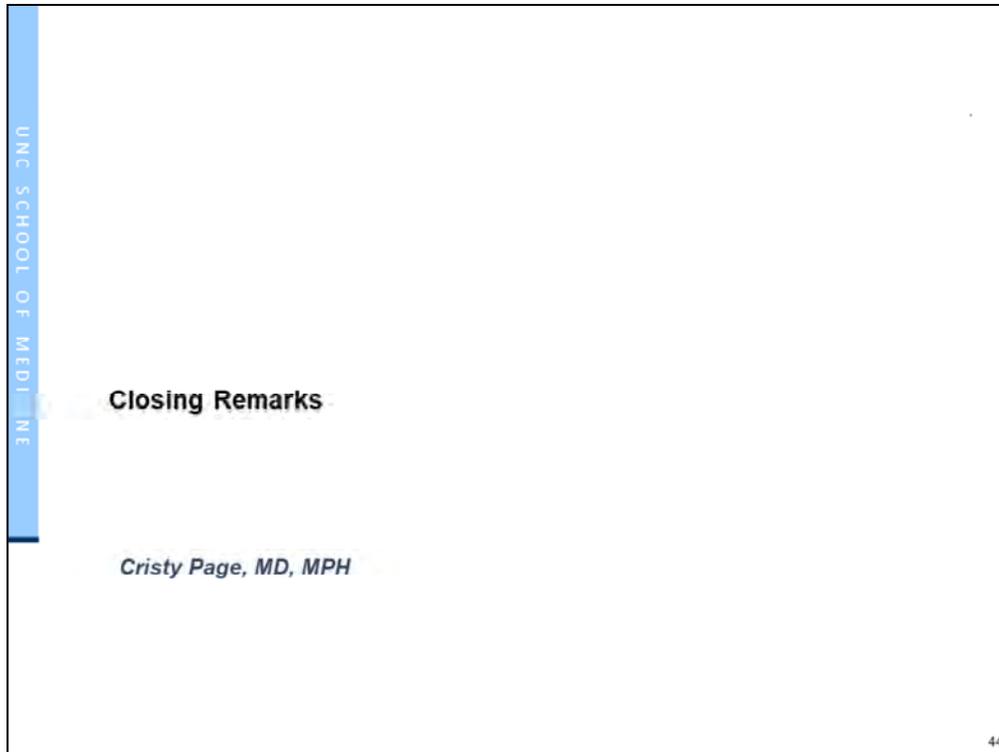
Element 4.3 Faculty Appointment Policies

4.3 Faculty Appointment Policies

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4.3 Faculty Appointment Policies Continued

- DCI: Describe how and when faculty members are initially notified about their responsibilities in teaching, research and, where relevant, patient care and whether such notification occurs on a regularly-scheduled basis.
- Survey Team Report template: Describe how and when faculty members receive formal notification about their terms and conditions of employment, including benefits and compensation; their responsibilities in teaching and other areas; and their assignment to a faculty track (if tracks are utilized).



Dr. Page thanked the committee for their engagement and welcomed topics for future meetings.

She acknowledged that there is a lot of change on the horizon and encouraged the team to continue to take care of each other.

In closing, Dr. Page invited the committee to participate in a word cloud exercise, helping to visualize the meaning of the work that we are doing together.

