



*Office of*  
Faculty Affairs and  
Leadership Development

# Annual Report

2019 - 2020

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## IN REMEMBRANCE

Jeffrey L. Houp, MD, Dean Emeritus of the UNC  
School of Medicine and former  
CEO of UNC Health Care  
1942 - 2020



# Message

## from the Vice Dean

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### What an eventful year.

We said farewell to our beloved leader, Dr. Joanne M. Jordan, and we welcomed several new team members (myself included). As we continue to face a global pandemic, we are operating virtually, reimagining our offerings, and leading in new ways.

I have been inspired by the commitment and compassion demonstrated by all members of our community this year. Our office continues to offer exciting programs and services to support the academic success and well-being of the faculty, our most valued resource. This report highlights our work, our growing offerings, and other innovations.

As always, we encourage you to join us on this mission and let us know how our office can support you.



Julie Story Byerley, MD, MPH  
Vice Dean for Academic Affairs



# Our Team

## JULIE S. BYERLEY, MD, MPH

*Professor of Pediatrics  
Vice Dean for Academic Affairs*



**Favorite part of my job:** The FALD team is so creative and mission-focused. I love that they will do anything to help advance the work of the School of Medicine, and they will spark joy while doing it!

## AMELIA F. DRAKE, MD, FACS

*Newton D. Fischer Distinguished Professor of  
Otolaryngology/Head and Neck Surgery  
Executive Associate Dean for Academic Programs*

**Favorite part of my job:** I love the start of the ACCLAIM leadership development program, reviewing nominations for our distinguished faculty and medical alumni awards, and nominating faculty for opportunities such as AAMC courses.



## STEPHEN P. BOGDEWIC, PHD, MA

*Professor of Family Medicine  
Executive Leadership Coach*

**Favorite part of my job:** The opportunity to work closely with a range of faculty colleagues and experience the abundant talent, passion, and generosity they possess.



## Key Outreach Metrics

# 142%

INCREASE OF UNIQUE WEBSITE VIEWS  
*from 2018-19 to 2019-20*



# 109

VITAL SIGNS ARTICLES  
*from June 2019 to June 2020*



## LAUREN M. WESTERVELT, MPH

*Director*

**Favorite part of my job:** The opportunity to work closely with such inspiring colleagues and to act strategically in ways that further our impact and meaningfully support our faculty.



## MORGAN RESNICK-KAHLE, MAED

*Assistant Director*

**Favorite part of my job:** I get to come to a job I love and work with people that enrich the lives of others. Not only do I have an amazing team, but I get to support incredible faculty who are making the world a better place!



## JUDSON MACDONALD, MA

*Academy of Educators Coordinator*

**Favorite part of my job:** As a fellow teacher, I value the relationships I build with other educators and learning from their expertise. I enjoy assisting others be the best in their teaching roles for their students.

1200+

FACULTY REACHED THROUGH  
OUR PROGRAMMING



4

EXPANDED WEB PRESENCE - 2 SOCIAL  
MEDIA ACCOUNTS AND 2 WEBSITES





# Our Current State

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## **This has been a year of transition and growth.**

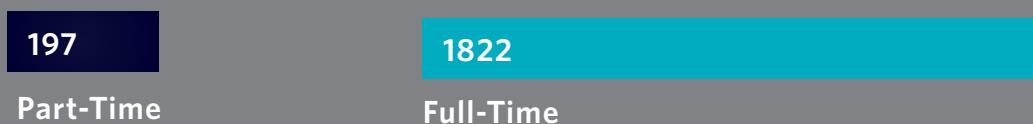
We have experienced changes in leadership, nearly doubled the size of our team, and have near-term plans to expand our team further.

Due to the unprecedented COVID-19 pandemic, many of our programs have been cancelled or adapted for online platforms. As a result, we have viewed this as an opportunity to pause and reflect on our mission. What is our purpose and how do we achieve it? As we consider how best to meet the ever-changing needs of our constituents, we remain deeply committed to ensuring alignment with our mission, institutional priorities, and the values of equity, inclusivity, and excellence.

There are many bright spots to highlight this year, including the roll-out of our new coaching offerings, expanded programming throughout the state of North Carolina, and the many, many accomplishments of our outstanding faculty!

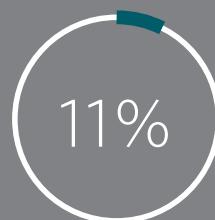
# Key Metrics

## School of Medicine Faculty\*



\*Primary appointments as of June 2020

## Faculty Diversity



\*\*Underrepresented in medicine includes racial and ethnic individuals underrepresented in medicine relative to their numbers in the general population. At UNC this includes Black, Hispanic, American Indian and Alaskan Native, Native Hawaiian and Pacific Islander, and mainland Puerto Rican.

## Appointments, Promotions, and Tenure (APT) Committee Productivity

Fixed Term Promotion      Assistant to Associate (Tenure Track)      Associate to Full (Tenure)



> 1/2  
of dossiers were from women

~1 in 10  
dossiers were from URM faculty

## School of Medicine Governance



108%

Increase In People Standing For Elections



Response Rate For Special And General Elections

## Academy of Educators (AOE)



68%

Increase in AOE Programming

1 in 7

Faculty are in the AOE

## Faculty Well-Being



31

Faculty Representatives on Well-Being Committee



17

Events Executed by the Well-Being Committee

## Coaching



20

Faculty Trained in Coaching Skills

70+

Individuals Coached

# Faculty Affairs & Diversity Leadership Committee

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**In the fall of 2019, the Faculty Affairs and Diversity Leadership Committee (FADLC) formed to support the Academic Council as a result of structural changes to the governance model of the UNC School of Medicine (SOM) and UNC Health.**

The Leadership Committee is a decision-making body responsible for strategic operational efforts for diversity, equity, and inclusion (DEI), and faculty affairs and leadership development. Additionally, the Leadership Committee is responsible for advising the Academic Council, led by the Executive Dean of the School of Medicine, on issues related to well-being, faculty development, promotion and tenure, DEI initiatives, and more. Ultimately, the new governance model aims to establish clear and focused governance bodies that position UNC Health for successful, sustainable, and scalable execution on strategic imperatives, and increase

agility, transparency, and accountability around decision-making.

This new organizational structure has created an incredible opportunity to establish synergy among faculty affairs and leadership development and DEI initiatives and programming. The change has also formalized partnerships between our office and the Office of Inclusive Excellence in an effort to ensure our work is meeting the needs of our faculty, with attention to specific sub-groups such as women and those under-represented in medicine.

Within the next year, the Leadership Committee plans to make recommendations to the Academic Council on revisions to the promotion and tenure guidelines, opportunities for enhanced faculty engagement and well-being, advancing programming on topics pertinent to the learning and working environment, and further integrating equity into faculty affairs processes (e.g., promotion and compensation).

# School of Medicine Governance Model

University of North Carolina

UNC Health

## Executive Council (EC)

*Cross-functional leaders responsible for reviewing and approving system-wide initiatives that require significant investment, represent a risk to the institution, impact staff, and/or impact delivery of system strategy*

### Academic Council (AC)

*School of Medicine (SOM) leaders who set strategy, allocate resources, and oversee the SOM operations*

#### Committees:

##### Department Chairs Leadership

*Oversees SOM departments to support the tripartite mission*

##### Education Leadership

*Oversees education efforts across the SOM*

##### Research Leadership

*Oversees research efforts across the SOM and healthcare system*

##### Faculty Physicians Executive

*Oversees Faculty Physicians clinical and financial operations*

##### Faculty Affairs and Diversity Leadership

*Oversees strategic efforts for diversity, equity, and inclusion, and faculty affairs and leadership development*

##### Dean's Advisory

*Facilitates the alignment of SOM departments and centers, and health care system goals, advising the Dean on SOM administration matters*

### Care Delivery Council (CDC)

*Healthcare system leaders who oversee and optimize care delivery options*

### System Leadership Team (SLT)

*Informational body comprised of cross-functional leaders that support strategic alignment between the academic and care delivery missions*

# Increasing Engagement

## across North Carolina



**We have enhanced the education mission across the state through increased engagement and optimized community partnerships.**

Leveraging the Academy of Educators, we've expanded programming to include more monthly faculty development workshops and an annual Teaching Bootcamp, as well as, strengthening relationships and support for the sites to expand their in-person and virtual programming. We have also focused on expanding resources and support for our adjunct faculty. New this year, the Dean's Advisory Committee passed criteria for promotion for adjunct faculty, and our office created an adjunct faculty handbook to ensure their success as a member of the UNC community, no matter where they are located.

13   
**Academy of Educators events held at regional AHEC sites**



**AHEC Sites**

North Carolina



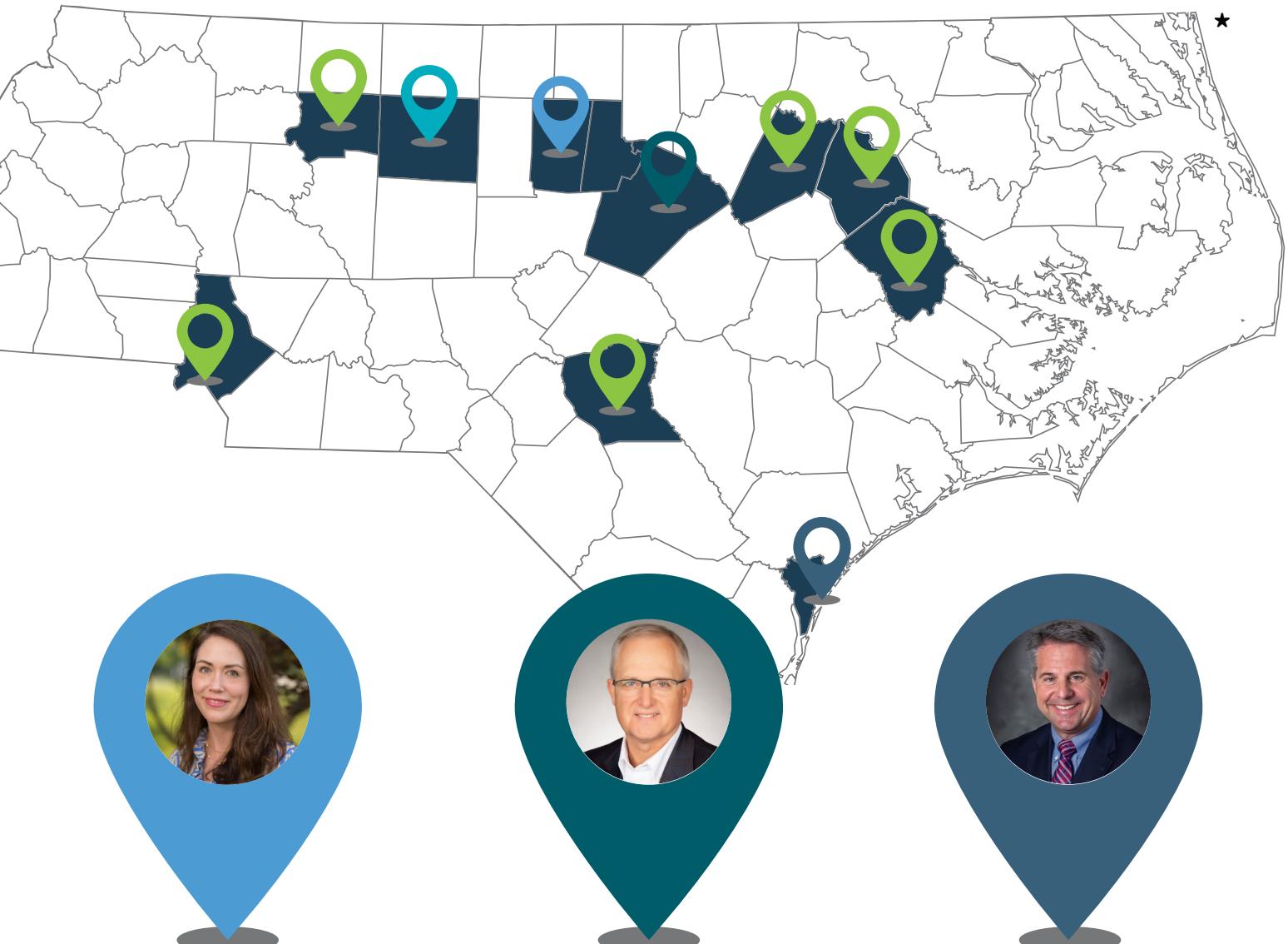
**Greensboro AHEC, Greensboro, NC**

Dr. Duncan Vincent

*\*Counties in dark blue represent NC AHEC Locations*

MAHEC - Asheville  
Charlotte AHEC - Charlotte  
Northwest AHEC - Winston Salem  
NC AHEC - Chapel Hill  
Greensboro AHEC - Greensboro  
Duke AHEC - Durham  
Wake AHEC - Raleigh  
Southern Regional AHEC - Fayetteville  
Area L AHEC - Rocky Mount  
Eastern AHEC - Greenville  
SEAHEC - Wilmington

*"Prior to February 2020, I would have said our biggest accomplishment was the success of a point of care ultrasound elective for our residents. However, this is now the academic year dominated by COVID-19. I am proud of the way our group has proactively approached this crisis. Like every other program, we tore down our whole curriculum and built a new system focused on meeting our patients' needs and resident wellness. I think we are well prepared to meet this looming challenge, which would be a tremendous accomplishment."*



#### NC AHEC - Chapel Hill, NC

Dr. Lindsay Wilson



#### Wake AHEC - Raleigh, NC

Dr. John Perry



#### SEAHEC - Wilmington, NC

Dr. Joseph Pino

*"The biggest accomplishment for this year has been the inaugural AOE Teaching Bootcamp held with 30 faculty participants from various specialties. Looking forward, we are excited to continue evaluating the effectiveness of this program and refining the curriculum so that we can expand this program to our AHEC sites. This is one of the many ways we look forward to building stronger connection and collaboration across the state of North Carolina."*

*"Our site in Raleigh is working to incorporate an awareness of the health disparities in our community and some of the ways that these are being addressed into the curriculum. With WakeMed's geography, history, and mission, we feel well positioned to address challenges of the urban underserved population. In this vein, the Raleigh campus hosted a UNC campus site orientation in March that featured a half-day on social determinants of health."*

*"Our biggest accomplishment is the growth of the Wilmington campus over the past year! We have a terrific faculty and awesome support staff. The medical community is remarkable, and the growth has been noteworthy. The ongoing and lasting relationship with UNC has made a big difference in seeing the growth of the residency program and opportunities. I've always been very appreciative of the relationship that we have and continue to have with the UNC School of Medicine."*

# Leading by Example

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## **Department Chairs are critical partners in achieving our office's mission of supporting the academic success of the faculty, our institution's greatest resource.**

Acting on the vision of organizational diversity, in June of 2015, School of Medicine leadership charged a Diversity and Inclusion in Leadership Working Team comprised of both School of Medicine and Health Care System leaders, with developing practical strategies to increase diversity amongst departmental and school leadership.

Recommendations included amendments to recruitment and onboarding protocols, adjustments to succession planning strategies, ongoing real-time salary equity assessments and interventions, diversity and inclusion educational efforts, and more. In the period following endorsement of these recommendations, four women were selected as incoming department chairs, a woman was appointed as Executive Medical Director of a new cross-institutional, state-wide Integrated

Well-being Program, and women were hired in positions such as Associate Dean of Administration, Vice Dean for Research, and Vice Dean for Faculty Affairs and Leadership Development. These changes increased women representation among the School of Medicine leadership team to 60%. In 2017, the institution established an Office of Inclusive Excellence, led by the first underrepresented Vice Dean, which has generated additional momentum and further highlighted these efforts across the institution.

Currently, diversity in leadership positions continues to increase with hires such as the first woman President of UNC Hospitals and the hiring of two Black department chairs. Making diversity and inclusion a frequent and clear statement of priority at all levels in the organization, and codifying these expectations, is and has been an effective way to foster change. As we continue to track progress on the recommendations by the Diversity and Inclusion in Leadership Working Team, the institution will build on progress to date by featuring diversity in leadership as a key component of the 2018 - 2023 School of Medicine Strategic Plan.



REFRESHED CHAIRS'  
LEADERSHIP PROGRAM  
CURRICULUM FOR NEW AND  
INTERIM CHAIRS



OFFER EXECUTIVE COACHING  
TO SUPPORT ALL NEW AND  
INTERIM CHAIRS DURING  
THEIR TRANSITION

1/3

OF DEPARTMENT  
CHAIRS ARE WOMEN

11%

OF DEPARTMENT CHAIRS  
ARE FROM GROUPS  
UNDERREPRESENTED IN  
MEDICINE

5

FIVE-YEAR REVIEWS COMPLETED  
*from July 2019 - June 2020*

12

FACULTY ASSUMED  
INTERIM CHAIR ROLE

# Welcome to the Five Newest Department Chairs



**Gwenn Garden, MD, PhD**

*Department of Neurology  
Professor*

August 2019



**Craig Cameron, PhD**

*Department of Microbiology & Immunology  
Distinguished Professor*

September 2019



**Russell Broaddus, MD, PhD**

*Department of Pathology & Laboratory Medicine  
Distinguished Professor*

September 2019



**Samantha Meltzer-Brody, MD, MPH**

*Department of Psychiatry  
Distinguished Professor*

October 2019



**Genevieve Neal-Perry, MD, PhD**

*Department of Obstetrics & Gynecology  
Professor*

April 2020

# Faculty Highlights

## Academy of Educators Excellence in Teaching Awards

Ola Akintemi, MD, *Professor of Pediatrics*

Nikki Binz, MD, FACEP, *Assistant Professor of Emergency Medicine*

Georgette Dent, MD, *Associate Professor of Pathology and Laboratory Medicine*

Stephanie Downs-Canner, MD, *Assistant Professor of Surgery*

Margaret Kihlstrom, MD, *Assistant Professor of Pediatrics*

Yee Lam, MD, PhD, *Assistant Professor of Family Medicine*

Jason Long, MD, MPH, *Associate Professor of Surgery*

Alfred Mina, MD, *Adjunct Instructor*

Kimberley Nichols, MD, *Associate Professor of Anesthesiology*

Luigi Pascarella, MD, *Associate Professor of Surgery*

Wayne Price, MD, *Professor of Pediatrics*

Karen Serrano, MD, *Assistant Professor of Emergency Medicine*

Christina Shenvi, MD, PhD, *Assistant Professor of Emergency Medicine*

Lorene Temming, MD, *Assistant Professor of Obstetrics and Gynecology*

Lindsay Wilson, MD, MPH, *Assistant Professor of Medicine*

## 35th Annual Norma Berryhill Distinguished Lecturer

William L. Roper, MD, MPH, *Interim UNC System President, former School of Medicine Dean and Health Care System CEO*

## Edward Kidder Graham Faculty Service Award

Giselle Corbie-Smith, MD, MSc, *Professor of Social Medicine*

## School of Medicine Craver Medical Student Teaching Award

Benny Joyner, MD, MPH, *Associate Professor of Pediatrics*

## Excellence in Basic Science Mentoring Awards\*

Antonio Amelio, PhD, MBA, *Assistant Professor of Dental Ecology*

Ian Davis, MD, PhD, *Professor of Genetics*

Robert Duronio, PhD, *Professor of Biology*

Michael Emanuele, PhD, *Associate Professor of Pharmacology*

## Oliver Max Gardner Award

Samantha Meltzer-Brody, MD, MPH, *Distinguished Professor and Chair of Psychiatry*

\*Office of Graduate Education and Office of Faculty Affairs and Leadership Development Co-Sponsored Awards

## H. Fleming Fuller Award

Robert Strauss, MD, Professor of Obstetrics and Gynecology

## Dr. James W. Woods Junior Faculty Awards

Andrea Knittel, MD, PhD, Assistant Professor of Obstetrics and Gynecology

## Jefferson-Pilot Fellowships in Academic Medicine

William Fischer, MD, Associate Professor of Medicine

Helen Lazear, PhD, Assistant Professor of Microbiology and Immunology

## University Awards for the Advancement of Women

Amelia F. Drake, MD, FACS Professor of Otolaryngology

## 12th Annual University Diversity Awards

Echo Meyer, PhD, Associate Professor of Psychiatry



From left to right: Drs. Samantha Meltzer-Brody (Chair of Psychiatry), Cristen Page (Executive Dean), and William Roper (Former Dean and UNC Health Care System CEO) at the 2019 Norma Berryhill Distinguished Lecture



From left to right: Drs. Wanda Nicholson (APWIMS President), Lianne de Serres (UNC SOM alumna and event sponsor), and Amelia F. Drake (Executive Associate Dean for Academic Programs) at the 2019 Women in Medicine Conference

# Honoring Vice Dean for Faculty Affairs & Leadership Development, **Joanne M. Jordan, MD, MPH**

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**In January, Joanne M. Jordan, MD, MPH, Joseph P. Archie, Jr. Eminent Professor of Medicine, retired from the UNC School of Medicine.**

In her more than 30 years at UNC, she served as a Division Chief in the Department of Medicine, Director of the Thurston Arthritis Research Center, and for the last several years, as Vice Dean for Faculty Affairs and Leadership Development.

In this most recent role in the Dean's Office, which she held since 2015, she greatly expanded the office's impact and offerings with a focus on professional and leadership development and faculty vitality across the academic lifespan. She led the recruitment of more than twelve

new chairs, introduced several new programs, expanded resources for promotion, promoted a culture of well-being, and mentored numerous faculty leaders.

Under her leadership, the Office of Faculty Affairs and Leadership team grew significantly and she left the office poised for continued growth and impact.

Before her retirement, Dr. Jordan stated, "I will be forever indebted to UNC for the many opportunities for me to have had such a full and varied career here, serving the people of North Carolina alongside so many wonderful colleagues. I am thankful for those who guided me over the course of my career and deeply appreciative of those who have trusted me to do the same for them".



# Onward & Upward

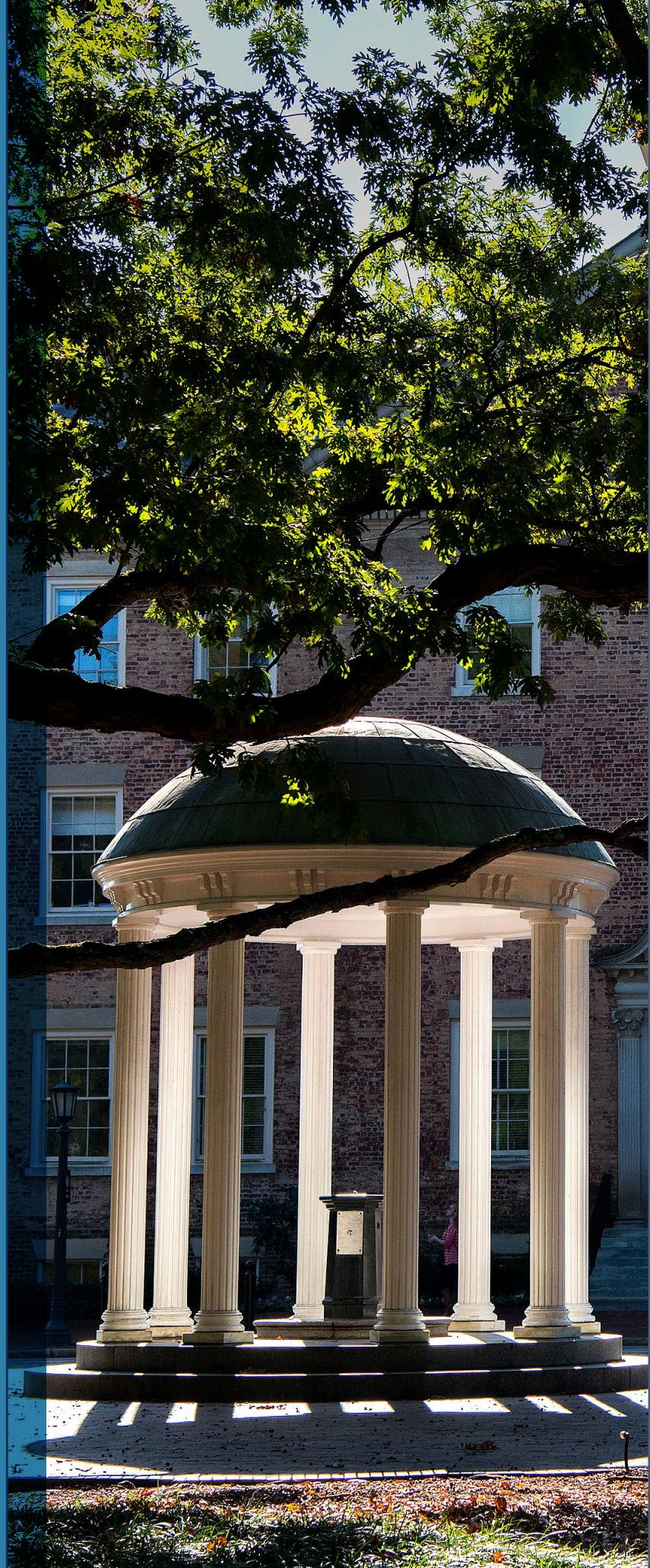
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## We have exciting plans ahead.

We will be rolling out longitudinal focus groups with faculty and leaders to establish a mechanism that allows for ongoing input and responsive innovation to ensure we are fostering an environment in which our faculty can thrive.

In the next year, expect to see updates related to annual faculty reviews, adjunct faculty reviews, and reviews of the leadership, including a new 360-degree assessment tool which will increase opportunities for faculty and staff to provide feedback to school leaders.

As we ground our work in the notion that the faculty are our greatest resource, we are placing renewed emphasis on active listening, cultivating learning and growth, and engaged partnerships across the institution and state. We invite you to join us on this mission and let us know how our office can support you.





Supporting the development of our  
faculty members and providing resources  
to assure their academic success.

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