

The background of the cover features a large, stylized 'X' shape. The top-left arm of the 'X' contains a photograph of a modern building with wood-paneled walls and a sign that reads 'UNIVERSITY OF NORTH CAROLINA SCHOOL OF MEDICINE'. The bottom-right arm of the 'X' contains a photograph of three medical students in white lab coats and masks, looking at a laptop screen. The left side of the cover shows a tall brick clock tower illuminated with blue light at night. The right side is a solid dark blue background with white text.

UNIVERSITY OF NORTH CAROLINA
SCHOOL OF MEDICINE



The Office of Faculty Affairs and
Leadership Development

ANNUAL REPORT

2024 ♦ 2025

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VISION

A thriving community where each member collaborates to achieve their fullest potential, lead with purpose, and make a lasting impact.

MISSION

Empowering faculty through an ecosystem of programs fostering career and leadership development, belonging, and meaningful professional fulfillment.

Message From the Senior Associate Dean

Dear Colleagues,

Serving as your Senior Associate Dean for Faculty Affairs and Leadership Development (FALD) continues to be one of the greatest honors of my career. I see myself in so many of you—the dedicated physician balancing patient care with teaching and scholarship, the innovative researcher pursuing grants and the search for truth, the passionate educator shaping the next generation of health professionals. Supporting you in your work is not just my role, it's a privilege I hold deeply.

This past year has been one of exciting growth. We've expanded our team, allowing us to better meet the needs of faculty across all mission areas. We've made real progress in clarifying appointment, promotion, and tenure processes—making them more transparent and easier to navigate. And we're building out our professional and leadership development programs in ways that reflect the unique strengths of our institution, including a growing emphasis on coaching and personalized support.

All of this is guided by our ambitious five-year strategic plan, which places the faculty lifecycle at the heart of our work. The plan centers on five key priorities:

Advancement, where we're working to reduce barriers and clarify promotion pathways; *Growth*, through tailored development and leadership opportunities; *Belonging*, by fostering a culture of recognition and wellbeing; *Collaboration*, by strengthening partnerships across campus and beyond; and *Impact*, by championing evidence-based practices and continuous improvement in everything we offer.

As we look ahead, I'm energized by what's possible—and I invite you to be part of it. Join us in our programs, share your ideas, and let us know how we can better support you. Together, we're building something remarkable.



ANGIE SMITH, MD, MS
Senior Associate Dean for Faculty Affairs and Leadership Development

Our Team



JENNIFER WU, MD, MPH
*Professor of Obstetrics and
Gynecology*
**Vice Dean
Academic Affairs**



ANGIE SMITH, MD, MS
Professor of Urology
Senior Associate Dean



**LAUREN WESTERVELT,
MPH**
Senior Director



**STEPHANIE BROWN,
PhD**
**Senior Director
Faculty Development**



**ERIN MALLOY, MD,
DLFAPA**
Professor of Psychiatry
**Associate Director
Faculty Affairs and
Advancement**



LAWRENCE MARKS, MD
Professor of Radiation Oncology
**Assistant Dean
Faculty Advocacy and Leadership
Development**



ASHLEY GRANTHAM, PhD
**Director
Research and Evaluation**



NADIA CHARGUIA, MD
Associate Professor of Psychiatry
**Director
Well-Being and Professional
Engagement**





**CHRISTINA SHENVI, MD,
PhD, MBA**
Professor of Emergency Medicine
President
Academy of Educators



**CARRIE JACKMAN-
HOYLE, MHA**
Director
Professional Development



ERIC ZWEMER, MD
Professor of Pediatrics
Assistant Director
*Faculty Affairs and
Advancement*



**MICHELLE FLORIS-
MOORE, MD, MS**
Associate Professor of Medicine
Clinical Faculty Lifecycle Lead



ASHALLA FREEMAN, PhD
Research Faculty
Lifecycle Lead



DAWN MORRISTON, MPH
Director
Faculty Advancement



BROOKS BROWN
Faculty Affairs
Operations Coordinator



ANNA CARPENTER, Med
Business Services Coordinator



MADISON CALLAHAN
Executive Assistant



GYPSI HUNTER
Administrative Support
Associate



VIRGINIA NADWORNÝ
Administrative Specialist



MAKAYLA KING, MS
University Specialist

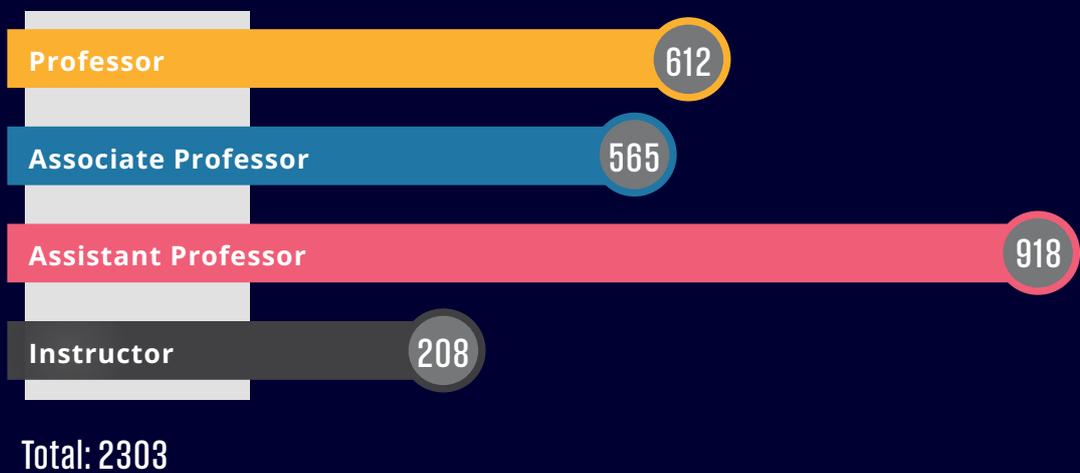
Who We Serve

Faculty Snapshot

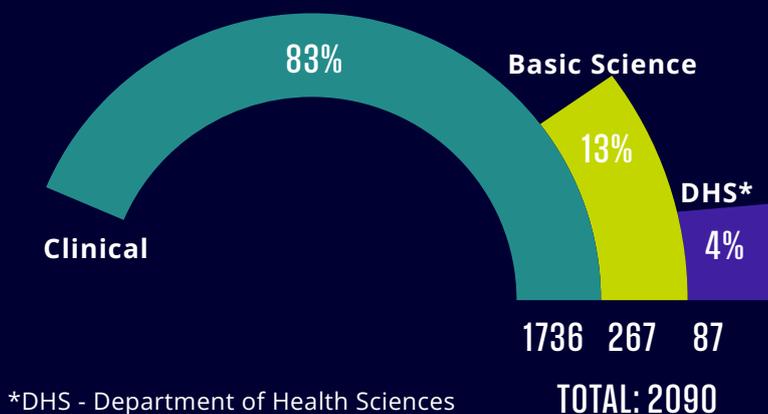
Faculty by Full-Time/Part-Time Status



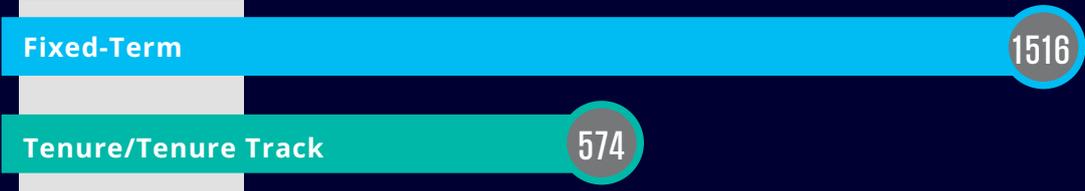
All Faculty by Rank



Full-time Faculty by Department Type



Full-time Faculty by Track



Total: 2090



Growth: Supporting Professional Development

Over the past year, FALD has continued to deepen its commitment to cultivating talent, strengthening leadership capacity, and supporting the professional growth of faculty across the UNC School of Medicine (SOM). Guided by the belief that developing people is central to advancing our missions in education, research, and patient care, FALD has expanded programs, strengthened partnerships, and introduced new initiatives designed to meet faculty at every stage of their careers. The result is a comprehensive, interconnected network of development opportunities that empower faculty to grow.

This year's accomplishments reflect both the breadth and depth of FALD's work—from providing structured programs for early-career faculty and new department chairs, to offering widely accessible skill-building workshops, to advancing coaching initiatives through innovative partnerships. These offerings are intentionally designed to address the evolving challenges of academic

medicine, equipping faculty with the tools they need to navigate complex environments, lead effectively, and sustain fulfilling careers. At the same time, FALD's efforts have strengthened collaboration across campuses and partner institutions, expanding access to professional development resources and fostering alignment across the broader health system.

Together, the initiatives highlighted in this section—such as the Leadership in Academic Medicine Program (LAMP), the Discover Your Superpower Series, the Association of Professional Women in Medical Sciences (APWIMS), the Chairs' Leadership Forum, the ONE UNC Health Coaching Program, and the Academy of Educators (AOE)—demonstrate a shared commitment to continuous learning and leadership at all levels. From individualized coaching to statewide educator programming, these efforts collectively reinforce FALD's mission to create pathways for growth, build leadership excellence, and promote a supportive environment where faculty can thrive.

Programming Overview

Program	Audience			
	Early-Career	Mid-Career	Late-Career	Open to All
Professional Development Series				✓
Leadership in Academic Medicine (LAMP)	✓			
Leading Transformation in Academic Medicine (LTAM)		✓		
Academy of Educators Development Workshops				✓
FLAGship (Faculty/Fellow Leadership and Growth)	✓	✓		
TARHEEL (Residents as Teachers)	✓			
Passing the Torch		✓		
Exploring Coaching Skillsets Series				✓
Practicing Coaching Skillsets				✓
Coach Training Academy				✓
Programs Available through External Partners				
Executive Leadership in Academic Medicine (ELAM) TM		✓		
Executive Leadership in Healthcare		✓		
AAMC Leadership Development Seminars	✓	✓		
Harvard Program for Chairs of Clinical Services		✓	✓	
AAMC Organizational Leadership in Academic Medicine		✓	✓	

Discover Your Superpower Professional Development Series

The Discover Your Superpower Series provides faculty with essential skills not typically covered in traditional medical training, such as time management, communication, negotiation, and grant writing. These sessions are open to the entire SOM community, and since June 2024, more than 300 faculty, staff, post-docs, and trainees have developed their “superpowers” through participation.

Through skill-building, reflection and connection, participants leave with actionable tools to manage their time better, negotiate with confidence, communicate more clearly and increase their writing productivity. The ability of the series to attract participation across career stages underscores its relevance and access for the entire SOM population.



Dr. Margaret Helton, Department Chair of Family Medicine, shared her expertise on best practices and strategies to ensure faculty’s curriculum vitae (CV) is in alignment with the University standards.

Leadership In Academic Medicine

The Leadership in Academic Medicine Program (LAMP) is a nine-month professional development initiative supporting junior faculty within their first three years at UNC. LAMP fosters a strong foundation for career success by cultivating community, purpose, direction, and confidence. Through monthly half-day sessions, participants engage in interactive learning, intentional networking, and small group coaching.



The program equips new faculty with essential tools for career planning and professional growth, while also creating a supportive environment to navigate the complexities of academic medicine. Upon completion, graduates may opt into continued quarterly coaching sessions led by specially trained UNC facilitators. LAMP serves as a vital forum for addressing challenges, sharing insights, and celebrating achievements—empowering faculty to thrive in their academic careers.



The Class of 2025 consisted of 17 faculty representing 10 different departments.



**EARLY CAREER
FACULTY MEMBERS**



**DEPARTMENTS
REPRESENTED**

Academy of Educators (AOE)

Through its programs and initiatives, the AOE continues to advance excellence in medical education, mentorship, and scholarship across all UNC medical campuses. This year, the Academy focused on deepening statewide collaboration and refining organizational structures to better serve educators and learners throughout North Carolina.

Under the leadership of Dr. Christina Shenvi, AOE President, the Leadership Council (LC) prioritized sustainable systems and inclusive engagement. A comprehensive restructuring clarified roles and responsibilities, reduced unnecessary meetings, and streamlined communication channels to improve efficiency and transparency. Dr. Jennifer Fuchs joined the Leadership Council to strengthen the connection with Novant Health and branch campuses.

AOE's work this year intentionally centered on inclusion across campuses. The addition of branch campus perspectives within leadership and programming

expanded opportunities for educators statewide. AOE also implemented a new CME credit system and developed logic models and assessment plans for all programs to ensure clear goals, measurable impact, and consistent quality across offerings.

As the AOE prepares for its 20th anniversary in 2026, the Academy is poised to build upon this year's foundation of structure and connection. Priorities for the coming year include:

- Deepening branch campus engagement
- Leveraging new assessment data to enhance programming and demonstrate impact
- Continuing to streamline member communication and accessibility of resources

AOE 2024-2025 Program Highlights:

AOE's longitudinal and workshop-based programs continued to engage educators across disciplines and career stages.

Teaching Bootcamp 1.0 & 2.0: Seventy-one attendees across both programs, which featured sessions on setting expectations, feedback and evaluation, educational scholarship, teaching struggling learners, and mentorship.

AOE Essentials: Added its final module, *Assigning a Clinical Question*. The 12-module curriculum covering the foundations of medical education is now accessible statewide and beyond.

Together, these programs, along with monthly webinars from UNC, Charlotte, and Wilmington, fostered collaboration and professional growth across UNC's distributed campuses.



479

2024-2025 AOE TOTAL
MEMBERSHIP

22

FLAGSHIP PROGRAM
FACULTY & FELLOW
PARTICIPANTS

34

TAR HEEL PROGRAM
RESIDENT
PARTICIPANTS



Scholarship, Mentorship, and Recognition

3

**KATHLEEN RAO SCHOLARSHIP
EDUCATION RESEARCH
GRANTS FUNDED
TOTALING**

\$9,850

The AOE Scholarship Committee hosted Project ACCESS, a quarterly series that covers topics related to scholarly research in medical education.

2

**AOE SCHOLARSHIP
CONSULTATION
SERVICES PROVIDED**

The Academy of Educators offers members the option to work with an expert consultant to bring their preconceptual scholarly works towards the goal of publication.

The Annual Alan W. Cross Evening of Scholarship celebrated educational excellence and featured keynote speaker Dr. Adam Rodman, who presented Innovations in AI: Applications for Medical Education. The event welcomed 120 attendees, recognized 25 teaching awardees and 24 new members, and showcased 21 scholarly posters, including two poster session awardees.

The Frank C. Wilson Professionalism Forum also continued to engage educators statewide. This year's featured distinguished lecturer was Dr. Adina Kalet, Professor of Medicine and Medical Education at the Medical College of Wisconsin.

Chairs' Leadership Forum

Our New Chair Leadership Forum commenced in September 2024 with an inaugural cohort of six new leaders within the SOM. The program was developed to orient incoming department chairs—representing both basic science and clinical disciplines—to essential leadership topics, institutional resources, and key administrative offices that support the School's mission. Our goal was to support chairs in effective leadership, helping them build a greater understanding of the organizational landscape, key stakeholders across the SOM, and the resources available to them.

Throughout the course of the academic year, participants engaged in 12 sessions covering a broad range of topics, including Conflict Management and Financial Planning. Each 90-minute session was facilitated by a senior institutional leader and combined formal presentations with interactive discussions. The inaugural cohort demonstrated a high level of engagement, curiosity, and commitment to professional growth.

Welcome New Chairs and Center Directors



MARA BUCHBINDER, PhD
Professor and Chair of Social Medicine



DARREN DEWALT, MD
*John R. and Helen B. Chambliss
Distinguished Professor and Chair of
Department of Medicine*



LAURA FERRIS, MD, PhD
*Professor and Chair of
Dermatology*



ROBERT FERRIS, MD, PhD
*Executive Director for Lineberger
Comprehensive Cancer Center and
System Chief of Oncology Clinical
Services for UNC HealthCenter*



CHRISTOPHER INGERSOLL, PhD
*Senior Associate Dean for Health Sciences,
Chair of Health Sciences and Professor of
Health Sciences, Exercise and Sport Sciences,
and Orthopaedics*



TETSURO (TED) SAKAI, MD, PhD
Professor and Chair of Anesthesiology



JEAN WRIGHT, MD, FASTRO
Professor and Chair of Radiation Oncology



SAMUEL YOUNG, JR., PhD
*Director, Gene Therapy Center,
Professor of Pediatrics*



Innovation Pilot Coaching Project: Advancing Faculty Well-Being Through Group Coaching

The Innovation Pilot Coaching Project is a groundbreaking research initiative aimed at reducing burnout and enhancing engagement among faculty physicians at UNC SOM. Funded by the UNC Center for Innovation and led by Principal Investigator Angela Smith, the study uses a waitlist control design to evaluate the impact of group coaching. Three small groups receive coaching over a three-month period, followed by a waitlist control group that begins coaching three months later. Outcomes such as burnout and engagement are measured at baseline, three months, and six months.

All five coaches participating in the study completed the FALD School of Medicine Coaching Academy through

the Healthcare Coaching Institute, a rigorous program offering 60–120 hours of didactic and mentor coaching required for International Coaching Federation ACC credentialing. Three of these trained coaches are actively facilitating the study. This initiative not only strengthens our internal coaching capacity but also expands our reach through multimodal group coaching strategies.

Coaching for both groups will conclude in spring 2026, with results anticipated by summer 2026. Findings will be used by FALD to tailor and scale group coaching efforts across the School of Medicine, supporting faculty well-being and professional development on a broader level.

ONE UNC Health Coaching Integration

In April, UNC Health and the UNC SOM coaching programs integrated to form a unified ONE UNC Health Coaching Program. Building on the strengths of each program, the ONE UNC Health Coaching Program now offers a full spectrum of coaching experiences, from the Exploring Coaching Skillset Series and Practicing Coaching Skillsets to the UNC Health Coach Training Academy and Leadership Coaching.

Leadership Coaching at UNC Health and the UNC School of Medicine comes from the perspective that everyone is a leader; we are all leading collectively within our teams and leading ourselves. Grounded in the UNC Health commitment to ongoing personal and professional growth and development, the ultimate goal is to build a culture of coaching at UNC.

Since April, we have expanded the coaching team and program components, launched a unified coaching website accessible to anyone at UNC Health or the UNC

School of Medicine, and implemented an automated program to pair coaches with new clients. Early indicators show an increase in coaching accessibility, with more than 225 new coach-client pairings.

This integration strengthens UNC's coaching efforts, supports organizational unity, and sets a national leadership standard for coaching within academic medical centers.

“ Executive coaching at UNC Health has been a powerful space for me to pause, reflect, and lead with greater intention. It's helped me sharpen my self-awareness, challenge assumptions that no longer serve me, and make decisions with more clarity and confidence. More than skill-building, it's been a catalyst for sustainable growth, aligning how I lead with who I am and the impact I want to have. ”

Session Attendee





Advancing Faculty Development through the UNC-Novant Partnership

Over the past year, the UNC–Novant Faculty Development Partnership has strengthened professional development and appointment/promotion support for faculty at regional campuses. This work has been led by the Faculty Development Subcommittee, with FALD serving as a key collaborator.

Highlights include the creation of a comprehensive UNC SOM resource guide for Novant faculty, delivery of 12 monthly Grand Rounds featuring 13 expert UNC speakers across diverse departments, and the co-hosting of the second annual Faculty Development Retreat with FALD and AOE, which included sessions on mentorship, emotional intelligence, and supporting struggling learners.

Novant faculty were also recognized at the 2025 AOE Evening of Scholarship, where 26 statewide awards were co-presented by Dr. Joe Pino, Novant Health’s Senior Vice President for Medical Education.

A streamlined appointment and promotion process was launched in September, reducing administrative barriers for regional faculty to achieve adjunct and fixed term appointments and promotion. Finally, the partnership’s innovative faculty development model was showcased nationally at the AAMC Group on Faculty Affairs meeting, drawing interest from institutions across the country.



Association for Professional Women in Medical Sciences



The Association of Professional Women in Medical Science (APWIMS) continues to advance the professional development of women in the medical sciences through networking, information sharing, and opportunities for growth. APWIMS fosters opportunities to support professional development and raises awareness of issues that significantly impact all faculty and trainees in academic medicine.

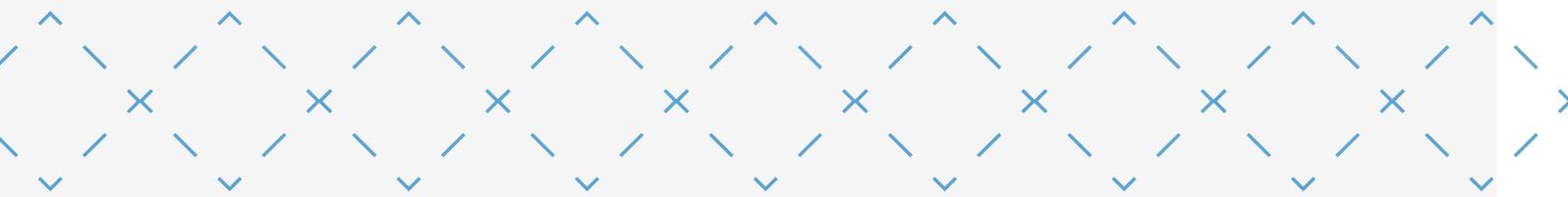


APWIMS programming, which ranged in topics related to leadership, wellness, and connection, has provided meaningful opportunities for everyone within the School of Medicine to share their experiences and strategies for success.

APWIMS built community and encouraged self-care through Walk and Talk with APWIMS, a wellness-focused gathering at the Forest Theatre that encouraged participants to walk, reflect, and connect with one another.



Each fall APWIMS hosts the Women in Medical Science Conference. In 2024, faculty, staff, post-docs, residents, and students gathered to strengthen their skills in handling crucial conversations. The session featured Allison Newcomer, Senior Talent Development Consultant at UNC Health, who brought more than 20 years of human-resources experience to guide participants in self-advocacy, meaningful dialogue, and building collaborative relationships. The 2025 theme, *Rising Strong: Empowering Women to Lead in Uncertain Times*, offered a space for inspiration and sharpening our leadership presence amid today's evolving landscape. Keynote speaker, Joanna Roses-Ryan, an ICF-certified executive coach with 25 years of experience in communications, change leadership, and executive development, addressed how to navigate leadership transitions, overcome barriers such as imposter syndrome and self-doubt, and seize opportunities for growth.



Advancement: Building Faculty Careers

FALD continues to champion the growth and success of faculty across all career stages. This year's efforts reflect a comprehensive approach to academic advancement, encompassing appointments, promotion and tenure, and faculty lifecycle support.

We have strengthened our infrastructure through updates to the Constitution and Bylaws, the Post-Tenure Review policy, rigorous five-year reviews for department

chairs and centers, and active engagement with standing committees that guide policy and practice.

From onboarding and orientation to leadership development and career transitions, our initiatives emphasize transparency and long-term impact. This section highlights key milestones and innovations that underscore our commitment to building meaningful, sustainable careers for faculty at every rank and role.

Standing Committees

The School of Medicine's Standing Committees play a vital role in shaping the School's direction and success. Each year, the FALD facilitates the Standing Committee Elections, offering faculty the opportunity to participate in the governance of our institution through service on a committee or simply by voting in the election. This year, nine faculty were elected for service on seven of the School's eight committees. Twenty-three faculty were on this year's ballot, and 34% of the faculty voted.

“
Service on committees gave me a broader view of what was happening at our institution, and the activities of various faculty in other departments provided me excellent ideas for helping and mentoring faculty in my own department. I continue to advise faculty that service on committees is one of the most meaningful and impactful academic contributions.”

Russell Broaddus, MD, PhD, Distinguished Professor;
Chair of Pathology and Laboratory Medicine



Constitution and Bylaws

Earlier this year, the School of Medicine Constitution and Bylaws underwent a review, and the proposed revisions were voted on by faculty in late May-early June. Over 93% of votes were affirmative, and the proposed changes to the constitution and bylaws were approved. These changes, which primarily included adjustments to standing committee membership, will be operationalized during the 2025-26 academic year.

Post-Tenure Review Policy

The Post-Tenure Review Policy also underwent a review this year, and the proposed revisions were voted on by the Dean's Advisory Committee in September. With the majority in favor, the proposed changes were approved. Changes to the School's Post-Tenure Review Policy were adopted to ensure compliance with revisions introduced to Policy 400.3.3, Performance Review of Tenured Faculty (Post-Tenure Review) and adopted by the University of North Carolina System Office effective in March 2024.

Faculty Lifecycle Work

The People Pillar of the SOM's Accelerate Forward Together Strategic Plan prioritizes the individuals that comprise the SOM. Our promise to “value and develop our people” aims to enhance our ability to serve North Carolinians by attracting highly talented individuals and promoting their success and retention in a professional environment that values their development, service, and belonging. The SOM makes this commitment to ALL members of the SOM team, and development of the Faculty Lifecycle Activity is a crucial aspect of this People Pillar priority.

The Faculty Lifecycle Activity is spearheaded by the Office of Faculty Affairs and Leadership Development (FALD). Activity development began in Spring 2025 and implementation is expected in 2029. Eventually, the Activity will encompass programs, trainings, and tools to support SOM faculty at all levels to help each faculty explore, develop, and meet their individual career goals.

The FALD team steering the development of the Faculty Lifecycle Activity is co-led by Michelle Floris-Moore, MD, MS, Professor of Medicine, Division of

Infectious Diseases; Ashalla M. Freeman, Ph.D., Director of Engagement & Trainee Success and Postdoctoral Academic Workforce Development; with Makayla King, MS, University Specialist; and Virginia Nadworny, BS, Program Coordinator.

To date, the team has drafted a conceptual model of the Faculty Lifecycle that will provide an initial framework to guide Activity development. This conceptual model outlines key phases of the lifecycle, from recruitment to retirement, and identifies faculty and institutional perspectives central to creating successful career pathways. The team has recruited an Advisory Committee, and a Working Group, each comprised of individuals and leaders from across the SOM with broad experience and varied expertise who will bring a range of perspectives to the development of the Faculty Lifecycle. The Advisory Committee and Working Group will help set Activity priorities, identify existing resources, and determine needed initiatives. The work done by this team will inform the creation of the programming and infrastructure needed to support the comprehensive Faculty Lifecycle.



Appointments, Promotions, and Tenure By the Numbers

Total number of dossiers reviewed: 212

Fixed-Term Track 111

Tenure/Tenure Track 101

Total Tenure Track Dossiers: 51

Total Tenured Dossiers: 50

By Track

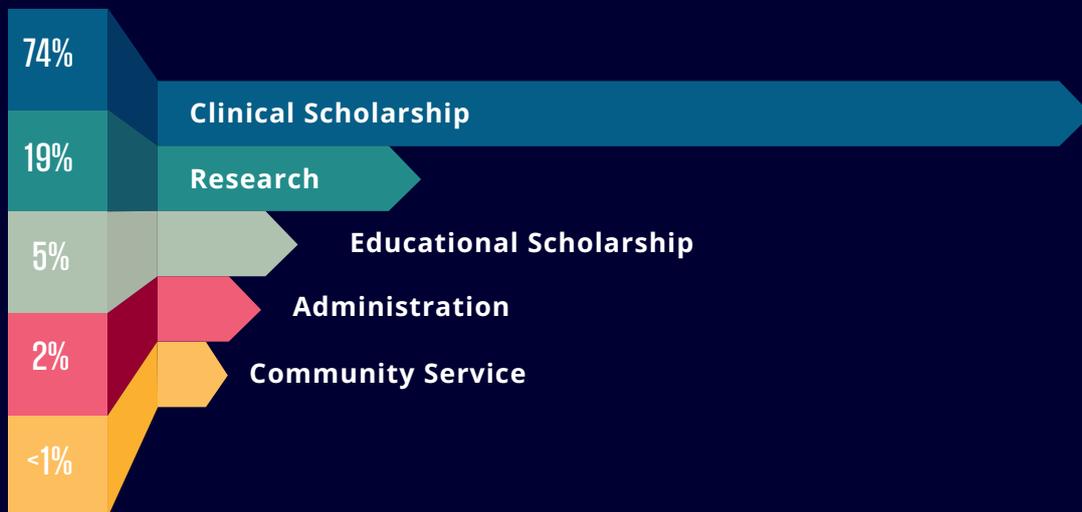


By Area of Excellence

Tenure/Tenure Track



Fixed-Term







Five-Year Reviews of Department Chairs and Center Directors

The UNC School of Medicine is committed to supporting strong leadership in our quest to improve the health, function, and well-being of people across North Carolina and beyond through excellence in patient care, education, research, and innovation. To that end, we routinely review the performance of each of our senior leaders. In 2025, our office conducted *five* five-year reviews. In addition to annual reviews, Chairs and Center Directors are formally and routinely reviewed every five years.

Each Five-Year Review Committee (comprised of SOM faculty and one external reviewer) prepares a report summarizing the performance of the leader and their department or center. The report highlights successes and identifies opportunities for improvement or increased support. Five-Year Reviews include the following:

- Self-Study – thorough self-assessment by the senior leader undergoing review
- 360 Leadership Survey – multi-rater assessment that gathers observational data about leader’s strengths and areas of opportunity. Sent to senior leaders and peers, as well as faculty, and staff in the unit.

- Call for Feedback – open invitation to medical school community to offer input
- Committee Meeting – full day review by committee

The outcome of the review is a report prepared by the committee that is shared with the Academic Council, the Executive Dean, and the Office of the Provost (center reviews only). Following the review, the Executive Dean will meet with the leader to debrief the results of the review and develop an action plan. Chair reappointments are dependent upon the outcome of the review.

In 2025, our team worked alongside SOM leadership to update the Five-Year Review report document and process for increased clarity and efficiency. This process has been well-received by Department Chairs, SOM stakeholders, and faculty members participating in the Five-Year Review committee.



“**As an external reviewer invited to participate in a colleague’s 5 year review, I was impressed not only by the organization of the entire process but also by the true intention to help the individual and department achieve their highest goals. The committee cared deeply about assessing the most complete and most accurate metrics and data but equally valued the human perspective, morale and culture. It was an inspiring combination of kindness, candor and assessment meant to inspire future growth and success rather than a process that sometimes merely tries to identify shortcomings.**”

Kirsten L. Greene, MD, MAS, FACS Professor and Chair Department of Urology, University of Virginia

Belonging: Fostering a Thriving Community

A thriving academic community depends on a shared sense of belonging—one where faculty and staff feel valued, supported, and empowered to contribute their best work. Over the past year, UNC SOM has continued to invest in the people, relationships, and structures that bring this vision to life. This year's accomplishments highlight the collective efforts that have strengthened connection across our departments and teams, elevated faculty and staff voices, and advanced our ongoing work to build a supportive, high-performing environment.

This year, FALD celebrated many accomplishments of faculty across the SOM and of our own FALD teammates, whose achievements reflect not only excellence in their professional roles but also but also the shared commitment to continuous growth and development. In addition to these highlights, FALD also led key engagement efforts—such as the What to Fix campaign and the Leadership Starts with Me Lecture—that have helped shape our culture, informed meaningful improvements, and supported the development of leaders at every level of our organization.

Organizational Culture Initiatives

This year, the UNC School of Medicine partnered with the UNC Health Culture Office to launch new initiatives designed to strengthen our organizational culture and promote well-being across the SOM. Aligned with the People Pillar of our *Accelerate Forward Together* strategic plan, this work strengthens engagement, builds connection, and supports a healthier, more unified work environment. These efforts are guided by a newly formed Culture Leadership Team—bringing together leaders from FALD and Staff Development—and are rooted in UNC Health's four organizational values: *Carolina Care, One Great Team, Leading the Way, and It Starts with Me*.

Supporting the work of the Culture Leadership Team is the launch of the new School of Medicine Culture and Well-Being Committee, a group of "Culture and Well-Being Champions" representing faculty and staff across roles, mission areas, and departments. This advisory body helps ensure that our organizational culture is shaped by the voices and experiences of our community, serving as a catalyst for initiatives that strengthen belonging, accountability, collaboration, and well-being. Together, these efforts reflect our shared commitment to building a workplace where everyone can thrive.

What to Fix Campaign

This past academic year UNC SOM faculty members were invited to participate in the What to Fix Taskforce, following last year's campaign. The taskforce met on various occasions to validate data and develop solution approaches to prioritized challenges in order to promote a more fulfilling workplace. Key areas identified included alignment of work culture and values, streamlined and strengthened academic operations in addition to the promotion of bi-directional communication.

This body of work has produced an array of recommendations that are in various stages of action.

Many of these recommendations have also informed and been incorporated into the SOM strategic plan for the next five years.

Moving forward, What to Fix will be embedded within the School of Medicine's Culture and Well-Being Committee to create a body of work that allows for perpetual bi-directional communication, routinely informing challenges, de-implementation and improvement needs to catalyze continuous change that positively impacts the well-being culture of our school, faculty, employees and staff.



Norma Berryhill Distinguished Lecture

The Norma Berryhill Distinguished Lecture is one of the most distinguished and meaningful annual events for the School of Medicine. This long-standing event started in 1985 to honor the legacy of Mrs. Norma Berryhill, wife to former Dean Walter Reece Berryhill. The lecture focuses on honoring a member of the School of Medicine faculty whose accomplishments have added distinction to the school, and acknowledging new faculty members.

This year's lecture was delivered on Monday, September 29, 2025 in Roper Hall Active Learning Theater (and online) by John B. Buse, MD, PhD, Verne S. Caviness Distinguished Professor of Medicine, and Director of the UNC Diabetes Care Center. Dr. Buse's career spans three decades, hundreds of publications and leadership in multicenter trials in diabetes and obesity.

Dr. Buse's lecture highlighted his journey becoming a world-renowned clinician and scientist, acknowledging those who supported him along the way. The Berryhill Lecture highlighted Dr. Buse's national leadership in type 2 diabetes research and care, showcasing his role in landmark cardiovascular outcomes trials and his influence in shaping the clinical use of GLP-1 receptor agonists to reduce cardiometabolic risk beyond glucose control. The event was a time for collegiality, celebration, and academic renewal, reflecting the spirit of Berryhill's original vision.

We look forward to next year's Norma Berryhill Distinguished Lecturer event as a meaningful occasion to honor the exceptional achievements of UNC SOM faculty and to welcome our incoming faculty members. We extend our sincere thanks to the Berryhill Lectureship Selection Committee, the contributing faculty and staff, and all participants for making this year's event both memorable and impactful.





Academy of Educators Award Winners

RESIDENT EDUCATOR AWARD:

- Safiyya Adam, MD, *Pediatrics*
- Ellen Green, MD, PhD, *Medicine*

SCHOLARSHIP AWARD:

- Collyn Murray, MD, MACM, *Emergency Medicine*

EDUCATIONAL RESEARCH MENTOR AWARD:

- Bianca Allison, MD, MPH, *Pediatrics*

EDUCATIONAL MENTOR/ADVISOR AWARD:

- Lisa Cannada, MD, *Orthopedic Surgery*
- Priyanka Rao, MD, *Pediatrics*

FACULTY TEACHING RESIDENT/FELLOW AWARD:

- Nicole Chandler, MD, *Pediatrics*
- Anne Lachiewicz, MD, MPH, DTM&H, FIDSA, *Medicine*

HIGH-VALUE CARE AWARD FACULTY:

- Laura Murphy, MD, MBA, *Emergency Medicine*

HIGH-VALUE CARE AWARD RESIDENT:

- Andres Lopez, MD, *Emergency Medicine*

INNOVATION IN BIOMEDICAL GRADUATE TEACHING AWARD:

- Mara Evans, PhD, *Biology*

INNOVATION IN TEACHING AWARD:

- William Mills, MD, MPH, *Pediatrics – Emergency Medicine*

APPLICATION/INDIVIDUALIZATION PHASE CLINICAL PRECEPTOR EXCELLENCE AWARD (REGIONAL CAMPUS FACULTY):

- Robert Young, DO, *Emergency Medicine (Wilmington)*
- Nicholas Latchana, MD, MSc, *Surgery (Charlotte)*

APPLICATION/INDIVIDUALIZATION PHASE CLINICAL PRECEPTOR EXCELLENCE IN TEACHING AWARD:

- Kyle Melvin, MD, *Family Medicine (Regional Campus – Central)*
- Christian Lawrence, MD, MP, *Pediatrics (UNC Hospitals – Central)*

FOUNDATION PHASE TEACHING EXCELLENCE AWARD:

- Arshiya Ahuja, MD, *Pediatrics – Hospital Medicine*
- Tamara Godfrey, MD, *Medicine – Internal Medicine*

SCHOOL OF MEDICINE CRAVER MEDICAL STUDENT TEACHING AWARD:

- Hannah Coletti, MD, MPH, *Medicine*

JUNIOR FACULTY AWARD:

- Dana Doctor, MD, *Psychiatry*

SENIOR FACULTY AWARD:

- Joey Grover, MD, FACEP, FAEMS, *Emergency Medicine*
- Jacquelyn Baskin-Miller, MD, MS, *Pediatrics*

MEDICAL ALUMNI DISTINGUISHED TEACHING PROFESSORSHIP:

- Jessica Fuller, MD, *Medicine*
- Daniel Migliaccio, MD, FPD, *Emergency Medicine*



**LIFETIME ACHIEVEMENT AWARD
IN MEDICAL EDUCATION:
Eugenia Quackenbush, MD, FACEP, MD,
Emergency Medicine
Marianna Henry, MD, MPH,
*Pediatrics***

Faculty Recognition: Honors, Awards, and Accomplishments

NATIONAL ACADEMY OF MEDICINE INDUCTEES:

Samantha Meltzer-Brody, MD, MPH, *Assad Meymandi Distinguished Professor and Executive Dean, School of Medicine*

Robert L. Ferris, MD, PhD, *Lineberger Distinguished Professor and Executive Director of Lineberger Comprehensive Cancer Center*

OLIVER MAX GARDNER AWARD:

Jeffrey S.A. Stringer, MD, *Obstetrics and Gynecology*

EXECUTIVE LEADERSHIP IN ACADEMIC MEDICINE (ELAM) AND EXECUTIVE LEADERSHIP IN HEALTH CARE (ELH) PROGRAM ACCEPTANCES:

Misty Good, MD, MS, *Associate Professor of Pediatrics and Division Chief of Neonatal-Perinatal Medicine, has been accepted as a Fellow in the 2024 -2025 Hedwig van Ameringen Executive Leadership in Academic Medicine® (ELAM) program at Drexel University College of Medicine.*

Lauren Schiff, MD, *Associate Professor of Obstetrics and Gynecology and Associate Chief Medical Officer for Quality and Safety at the University of North Carolina Medical Center, has been accepted as a Fellow in the 2024 - 2025 Executive Leadership in Health Care (ELH) program at Drexel University College of Medicine.*

COUNCIL OF FACULTY AND ACADEMIC SOCIETIES (CFAS) REPRESENTATIVES:

Gwenn Garden, MD, PhD, *Professor and Chair of Neurology has served as the University of North Carolina School of Medicine's senior representative to the Association of American Medical Colleges (AAMC) Council of Faculty and Academic Societies (CFAS) since June 2023.*

Winnie Lau, MD, *Associate Professor of Neurology has served as the University of North Carolina School of Medicine's junior representative to CFAS since March 2022.*

AAMC EARLY- AND MID-CAREER FACULTY LEADERSHIP DEVELOPMENT SEMINARS TRAVEL SCHOLARSHIP AWARDEES:

Amy Levenson, MD, *Pediatrics*

Sara Wobker, MD, MPH, *Pathology and Laboratory Medicine*

Jessica Morse, MD, MPH, *Obstetrics and Gynecology*

Lauren Frazer, MD, PhD, *Pediatrics*

Tiffany Long, MD, *Medicine*

Amy Brownlee, MD, *Pathology and Laboratory Medicine*

Leadership Starts with Me Lecture

In February, the inaugural Leadership Starts with Me lecture, co-hosted with the Department of Anesthesiology, featured Dr. Butch Uejima, Professor of Anesthesiology and Pediatrics at Sidney Kimmel Medical College at Thomas Jefferson University. Dr. Uejima delivered an inspiring lecture about what it takes to be a good leader, leaving attendees with valuable takeaways to apply in their own leadership journeys.

A symbol of our commitment to developing leaders at every level, the Leadership Starts with Me Visiting Professorship offers departments co-sponsorship, outreach assistance, and logistical support to ensure events are accessible to all faculty and staff.



FALD Accomplishments

We are proud to model and celebrate our mission to foster career and leadership development, belonging, and meaningful professional fulfillment within our own team. We encourage professional development and engage in a variety of internal and external development opportunities. This year was a standout year for our team. We want to highlight the following accomplishments and honors:

- Madison Callahan attended the P.A. Douglas Administration Professionals Course and earned an APC Certification.
- Madison Callahan and Carrie Jackman-Hoyle were accepted into the SOM Pathways leadership development program.
- Lauren Westervelt earned her ACC (Associate Certified Coach) credential through the International Coaching Federation (ICF).
- Makayla King was elected to the SOM Employee Forum, completed her Master's Program in Human Resources from Western Carolina, and began her PhD program.
- Larry Marks received the 2025 Gold Medal Award for outstanding contributions to the development of radiation oncology from the American Society for Radiation Oncology.
- Angie Smith was accepted into the Order of the Golden Fleece, UNC's oldest and highest honorary society. Of the 25 new inductees, she joined the ranks as one of the six new members inducted from the School of Medicine.
- Anna Carpenter completed her Master of Education in College Counseling and Student Development at NCSU, received her LCHMC-A licensure, and is a National Certified Counselor (NCC).
- Virginia Nadworny began her Masters in Education at NCSU with a focus on Higher Education Administration.
- Dawn Morrison was the featured speaker at the inaugural GME Program Administrators' Awards luncheon. The topic of her talk was Tennis Lessons: Aligning Passion & Performance.
- Michelle Floris-Moore was promoted to Professor of Medicine.
- Ashalla Freeman completed the Leader as Coach course and was promoted to Senior Director for Trainee and Faculty success in the Office of Biomedical Science Training & Research (BioSTAR).

Publications

From Faculty to People—A transformation in our Strategic Vision.

Saponaro P, Marini P, Modlin M, Hawkins M, Jackman-Hoyle C. Group on Business Affairs and Group on Institutional Planning Joint Spring Meeting. Podium Presentation. April 2025. Phoenix, AZ.

Benefits of Collaborative Professional Development for Academic Medicine Faculty & Staff.

Jackman-Hoyle C, King M, Grantham A, Westervelt L, Saponaro P, Wu J, Smith AB. AAMC Group on Faculty Affairs Conference. Podium Presentation. July 9, 2025. Portland, OR.

Extending the Reach of Faculty Development: Innovative Approaches for Regional Campuses.

Guy E, Fuchs, J, Penwell-Waines L, Oni K, Lawrence K, Pino J, Barclay R, Hanlon C, Jackman-Hoyle C, Carpenter A, Wu J, Smith AB. AAMC Group on Faculty Affairs Conference. Poster Presentation. July 9, 2025. Portland, OR.

Measuring Self-Efficacy and Outcomes in the Leadership in Academic Medicine Program.

Grantham A, Morrison D, Westervelt L, Callahan M, Wu J, Bogdewic S, Smith AB. AAMC Group on Faculty Affairs Conference. Poster Presentation. July 9, 2025. Portland, OR.

The "What To Fix" Campaign: an Innovative Faculty Well-Being Program to Catalyze Change.

Charguia N, Kertcher E, Westervelt L, Wu J, Smith AB. AAMC Group on Faculty Affairs Conference. Podium Presentation. July 10, 2025. Portland, OR.

Adapting Faculty Affairs Functions in Response to External Influences.

Dankoski M, Longtin K, Smith AB, Aung K. AAMC Group on Faculty Affairs Conference. Podium Presentation. July 10, 2025. Portland, OR.

Leveraging Intergenerational Strengths in Academic Medical Centers.

Offurum A, Botros-Brey S, Smith AB. AAMC Group on Faculty Affairs Conference. Skills-Based Workshop. July 10, 2025. Portland, OR.

Measuring the impact of a leadership in academic medicine program on faculty advancement and leadership attainment.

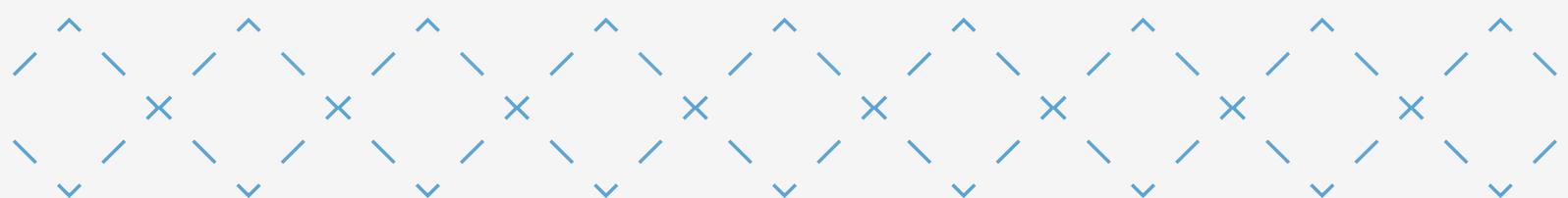
Ribera AK, Mulat B, Wenger K, Bosslet GT, Torbeck L, Bogdewic SP, Walvoord EC, Dankoski M, Palmer MM Acad Med. 2026 Jan 1;101(1):93-100. doi: 10.1093/acamed/wvaf017. PMID: 41546189.

Putting Traits Associated with Effective Medical Leadership into Action: Support for a Faculty Development Strategy.

Tung J, Nahid M, Rajan M, Bogdewic S, Mancuso CA. J Clin Psychol Med Settings. 2024 Dec;31(4):669-674. Epub 2024 Aug 14. PMID: 39143441

Enhancing a Faculty Development Program: Identifying and Addressing Leadership Skill Gaps Using an Established Leadership Framework.

Tung J, Nahid M, Rajan M, Bogdewic S, Mancuso CA. J Healthc Leadersh. 2025 Jun 7;17:259-268. PMID: 40503092.



Impact: Championing Evidence-Based Practices

To best serve the needs of our faculty audience, stakeholders, and the people of North Carolina, FALD continues to invest in rigorous evaluation and research efforts to champion evidence-based practices in faculty affairs and leadership development.

Recent evaluation work includes exploring outcomes for programs such as Leading Transformation in Academic Medicine Program (LAMP), the Professional Development Series, Academy of Educators programming, and the new Continuity Coaching Program. Evaluation work led to the submission, and acceptance, of abstracts to the AAMC Group on Faculty Affairs meeting (for more information on presentations, please see the Team Accomplishment section of the Annual Report). In July 2025, members of the FALD team traveled to Portland to present their work and learn from other leaders in faculty affairs. The team looks forward to robust participation at the upcoming combined GFA-GBA-GIP meeting in April 2026.

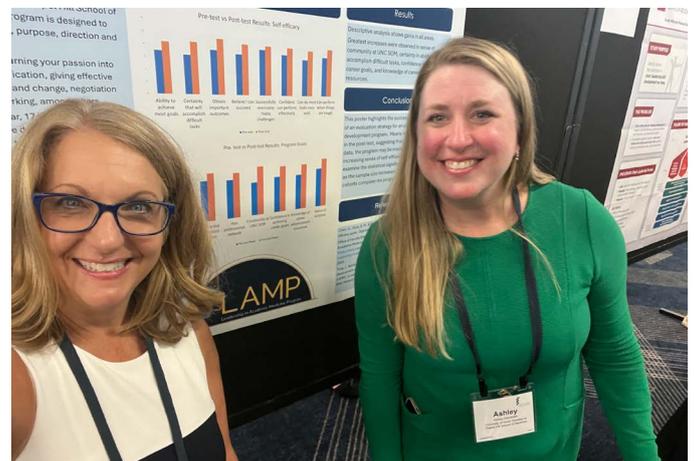
Two collaborative projects with other team members across UNC Health have been a particular highlight of the year. Members of the FALD team worked collaboratively with School of Medicine IT staff to develop a participation and attendance database and dashboard, a novel solution that will assist in analyzing FALD participation data and facilitate research activities. Additionally, robust evaluation efforts are underway to measure the impact of coaching across UNC Health.

Strategic planning efforts are ongoing to further define the research and evaluation work to come with the goals of:

- Further establishing FALD's reputation as a national leader in research in faculty affairs and leadership development

- Striving for continuous improvement in offerings to best serve the needs of our audience, our stakeholders, and the people of North Carolina
- Cultivating a culture of innovation that guides program offerings, curriculum development, and program implementation.

We look forward to expanding our national research presence and providing high-quality programming to our audience to ensure the success of UNC SOM faculty and the people they serve.



Collaboration: Cultivating Strategic Partnerships

This year, our team embarked on a strategic planning process, laying the groundwork for impact over the next five years and beyond. The five priority areas – Advancement, Growth, Belonging, Collaboration, and Impact – all aim to move us closer to our vision: a thriving community where all can achieve their fullest potential, lead with purpose, and make a lasting impact.

The Office's strategy aligns with UNC Health's Strategic Plan: Forward Together 2030 and the School of Medicine's Strategic Plan: Accelerate Forward Together.

Strategic partnerships are key to our success, and we've dedicated a whole priority area to cultivating and nurturing these relationships. Driving transformational change in faculty affairs and leadership development across the state and nationally requires intentional alliances with key stakeholders. Through these partnerships we aim to elevate faculty-affairs-related topics, ease work-flows, and expand the scope and influence of our impact across the state, regionally, and nationally.

We are most likely to achieve our goals by strengthening partnerships across campus and beyond, and we've already seen this in action. Over the past year we've:

- Expanded access to coaching across the health system through the ONE UNC Health Coaching Integration, leading to coaching accessibility for 40,000+ teammates across the state.
- Partnered with the School of Medicine's Information Technology (IT) team to integrate data systems and develop a database and dashboard for tracking program participation. This tool will provide insights into participation trends and assist with annual planning and reporting.

- Enhanced faculty development opportunities, and accessibility, for faculty in Wilmington and Charlotte through the Novant Faculty Development Partnership.

We welcome you to join us on this mission and let us know how our office can support your success.





Empowering faculty through an ecosystem of programs fostering career and leadership development, belonging, and meaningful professional fulfillment.

Contact Us:

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130 MacNider Hall
Campus Box #6550
150 Medical Drive
Chapel Hill, NC 27599-7000

Email: facultyaffairs@med.unc.edu

Web: med.unc.edu/facultyaffairs

A photograph of the entrance to the MacNider Building. The building is a large, classical-style structure with a prominent entrance. The words "MACNIDER BUILDING" are visible above the entrance. The building is illuminated with blue light at night.

MACNIDER BUILDING