

**Finance & Administration
ACA & Business Manager
Retreat**



**SCHOOL OF
MEDICINE**

November 19, 2019

Icebreaker – Question 1

Are you a....?

Corner 1



- Morning person

Corner 2



- Noon/Afternoon person

Corner 3



- Evening person

Corner 4



- Late night person

Icebreaker – Question 2

Which area of the U.S. were you born in?

Corner 1

• Southeast

Corner 2

• Northeast or Mid-West

Corner 3

• Out West

Corner 4

• I wasn't born in the U.S.

Icebreaker – Question 3

If you had to choose, which sport would be your favorite to watch?

Corner 1

• Basketball

Corner 2

• Football

Corner 3

• Soccer

Corner 4

• Cheerleading/Gymnastics

Icebreaker – Question 4

What would you say is your favorite type of music?

Corner 1

• Country/Western

Corner 2

• Rap/R&B

Corner 3

• Rock (of any kind!)/Pop

Corner 4

• Classical

Icebreaker – Question 5

If you had to pick, which one would you choose to watch?

Corner 1

• The Office

Corner 2

• Law and Order

Corner 3

• Parks and Rec

Corner 4

• The Voice

Icebreaker – Question 6

Who would be your celebrity crush over the age of 50?

Corner 1

• Julia Roberts

Corner 2

• George Clooney

Corner 3

• Michele Obama

Corner 4

• Tom Selleck

Icebreaker – Question 7

Where would you rather vacation?

Corner 1

• Africa

Corner 2

• Switzerland

Corner 3

• Fiji

Corner 4

• Iceland

Icebreaker – Question 8

Who's your favorite superhero?

Corner 1

• Batman

Corner 2

• Wonder Woman

Corner 3

• Thor

Corner 4

• Paul Blart – Mall Cop

Icebreaker – Question 9

Where's your favorite place to get coffee at UNC SOM?

Corner 1

- Starbucks

Corner 2

- The Mad Hatter at the Beach

Corner 3

- Friends or Saladelia

Corner 4

- The Keurig in my office

WELCOME

Agenda

Welcome

Admin

- Administration
- SOM Communications
- SOM HR
- SOM Compliance

Refreshment Break

Admin

- Campus Master Plan
- SOM IT
- OPSCA

Finance

- Finance Fundamentals – Fund Utilization

Lunch

Finance

- Clinical Departments Breakout
- Basic Science & Centers Breakout

Refreshment Break

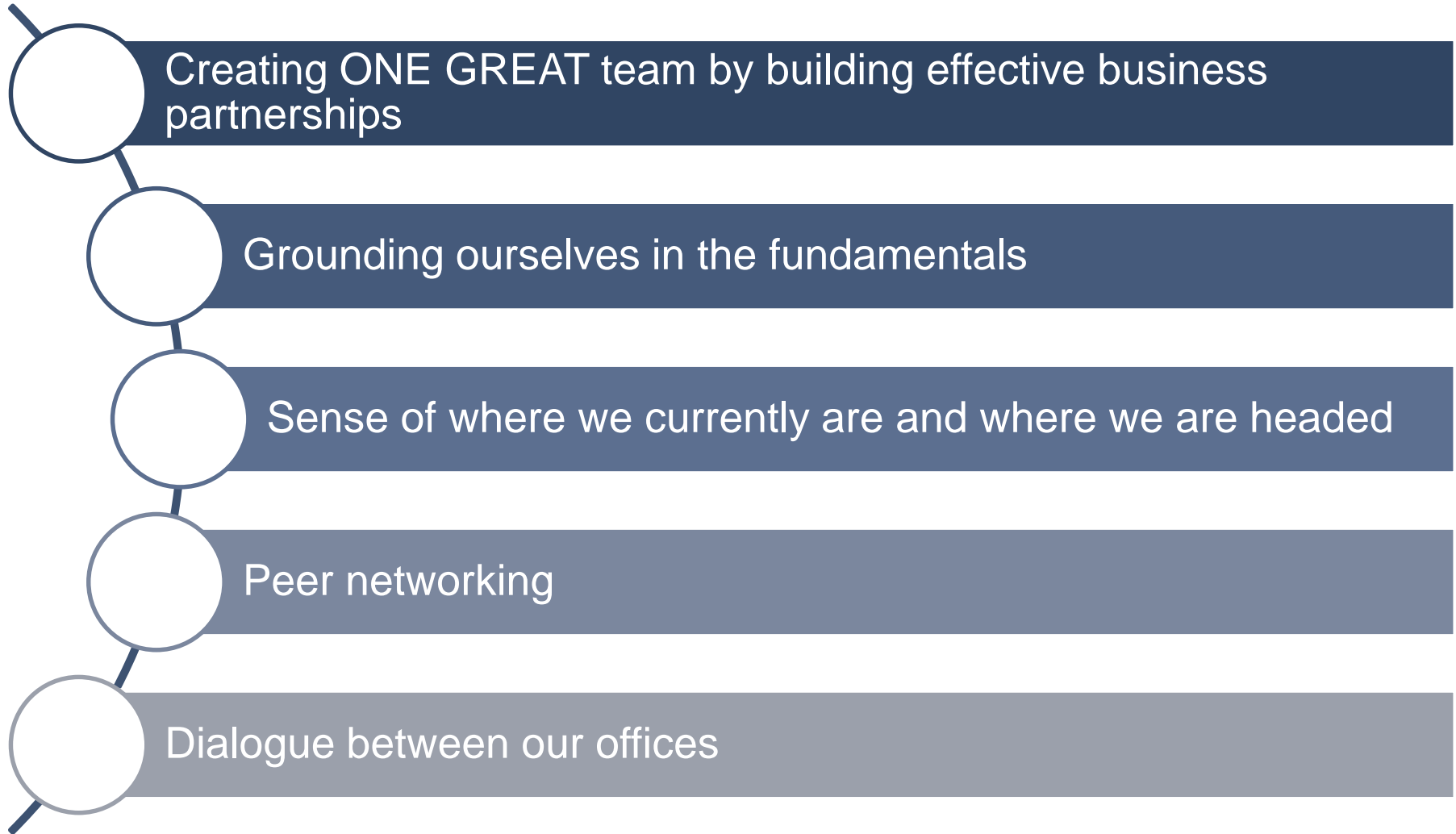
Finance

- Clinical Departments Breakout
- Basic Science & Centers Breakout

Wrap-up

Cocktail Hour

Retreat Goals



SOM Administration



**SCHOOL OF
MEDICINE**

Administrative Updates

*Karlina Matthews, Associate Dean
of Administration*

Announcements and Updates

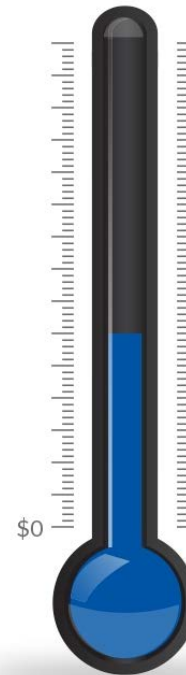
- Change in OPSCA leadership
- Staff Meeting Planned for April
- IDEA Portal on SOM Intranet



<https://www.med.unc.edu/intranet/idea/>

Carolina Cares Carolina Shares/SECC Campaign

- SOM history of giving back
- UNC-CH goal is \$1 million
- If Team Captains are not receiving communications, please let us know!
- NEW SOM drawing each week to encourage participation – results in Vital Signs
- Last date to ePledge Dec. 20



Goal 10%+

Last year: 7% participation

Current: 4% participation

When poll is active, respond at PollEv.com/somfbo
Text **SOMFBO** to **37607** once to join

Name one thing that makes our SOM a meaningful place to work and lead.



SOM Communications

A large, faint, light-blue watermark of a classical building with four columns and a pediment is visible in the background of the slide.

Communications Intro

Stay Connected

Vehicle	News Focus	Publish Frequency
Dean's Office Connect	Communicates essential information to full-time faculty and staff	Monthly
90 Seconds With	Delivers Dean's Office priorities and goals via video	Monthly
Know, Share, Do	Highlights key information from weekly Chairs' Lunches and are meant to be used as talking points for Chairs/ACAs at their meetings with faculty. Basic Science coming soon.	Weekly
Faculty Physician Monthly Update	Reports on FP benefits, the FP incentive program metrics and performance updates, updates from, and other topics that directly impact UNCFP physicians	Monthly
School of Medicine Intranet	Information and resource hub for SOM faculty and staff	Ongoing
Vital Signs	Highlights nice-to-know news such as events and awards	Weekly

SOM HR

*ACA/Business Manager
Finance & Administration
Retreat*



**SCHOOL OF
MEDICINE**

November 19, 2019

*ACA/Business Manager
Finance & Administration Retreat*

*Dr. Harvey L. Lineberry, II, Associate
Dean, SOM HR*

Bonnie Smith, Director, SOM HR

*Tara Coble-Herring, Associate
Director, SOM HR and Manager, HR
Service Center*

*Jana Ross, Associate Director, SOM
HR and EHRA Comp*

Agenda

- 1. Review of Compensation Options – “Show Me The Money!”**
- 2. HR Calendar – A Tool to Help With Planning for Annual HR Activities**
- 3. Review of HR Structure and Services We Provide**

Q & A Session

Review of Compensation Options

- Please refer to handout



HR Calendar – A Tool to Help With Planning for Annual HR Activities

- **Please refer to handout**

SOM HR Organizational Structure

School level support - Dean's delegated authority. Support provided by "Centers of Expertise"

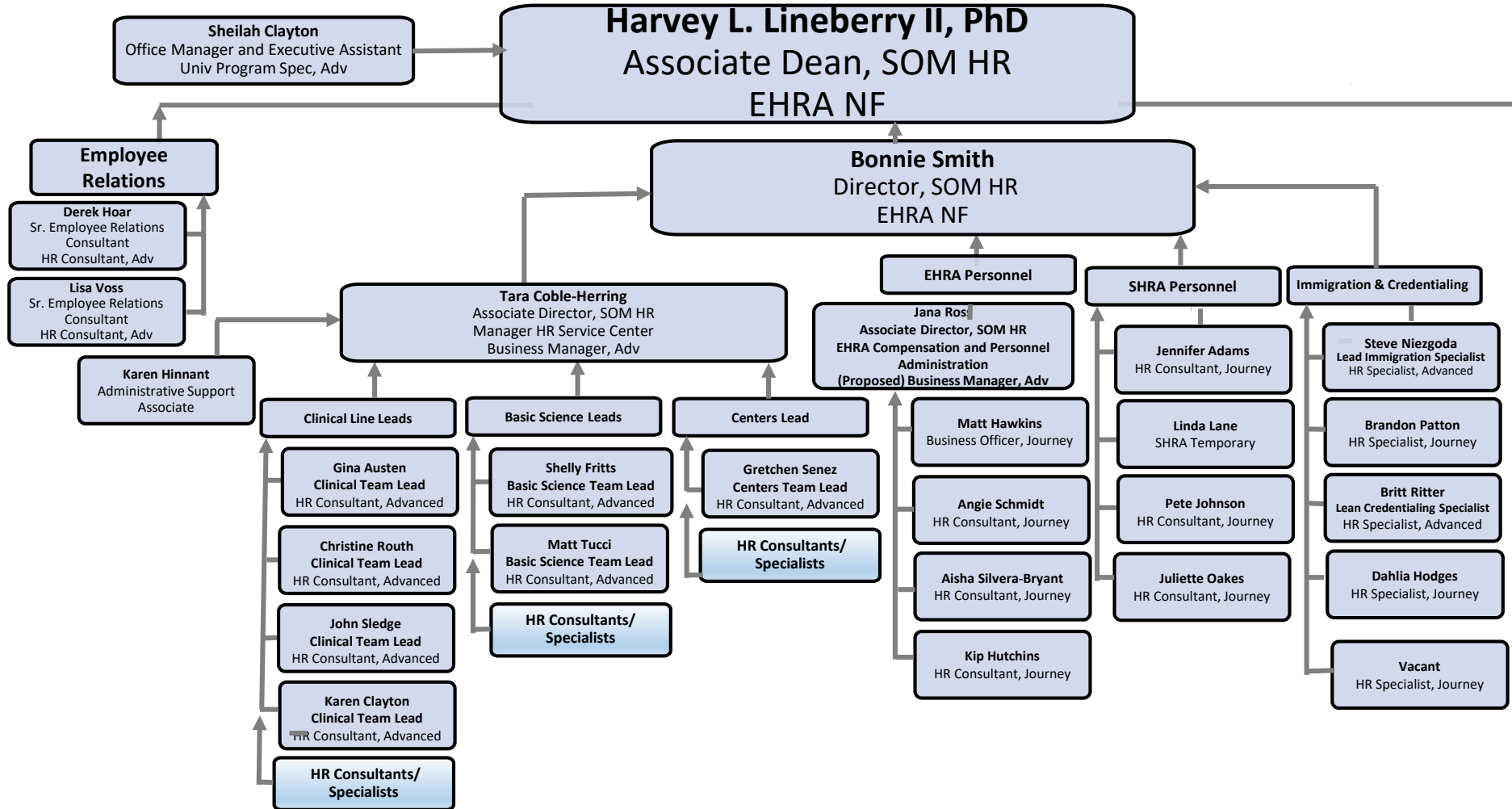
Department level support – Provided by 7 HR Teams of HR Consultants/Specialists

HR Positions are either "Fee-Based" or "Department-Based"

Benefits of Team Approach

- **Knowledge sharing among HR colleagues**
- **Report to an HR Team Lead**
- **HR Consultants/Specialists benefit from an improved information and learning stream, career development, and stronger connection to the SOM HR Community**
- **Vacancies covered by members of the team**

School of Medicine Human Resources



As of November 8, 2019

HR Services

- **Appointments and New Hires**
 - EHRA Faculty (temporary and permanent)
 - EHRA Non-Faculty, Postdocs & Students (temporary and permanent)
 - SHRA (temporary and permanent)
- **Reappointments**
 - EHRA Faculty
 - EHRA Non-Faculty, Postdocs & Students
- **Promotions**
 - EHRA Faculty
 - EHRA Non-Faculty to Faculty
 - SHRA
- **Recruitment**
 - Permanent – SHRA, EHRA Non-Faculty and Faculty
 - Temporary - SHRA and EHRA Temporaries, Postdocs & Students
- **Position Management:**
 - Creation, Consultation, Organizational Planning and Strategy (All employee types)
- **Performance Management:**
 - Consultation and Management of the performance management program for SHRA and EHRA employees
- **Other Departmental Consultation, Advisement, and/or Management Responsibilities:**
 - HR Policy & Procedure Expert (i.e. salary increases, reduction in force, etc.)
 - Leave Tracking & TIM System Management if needed by the dept.
 - Standardization of HR Business Practices across units creating School-wide consistency
 - Consulting and training units on HR Best Practices
 - Visa/Immigration - (this is offered as free service through the Centralized SOM Center of Expertise)
 - Credentialing - (this is offered as free service through the Centralized SOM Center of Expertise)
 - Employee On-boarding/Off-boarding
 - FMLA, ADA, Special Leave Consultation; Benefits liaison with University Benefits Office
 - Personnel/Payroll Liaison; handles all paycheck issues, etc.
 - Distributing and interpreting OSHR, GA, Campus, and SOM communications
 - Parking Coordinator
 - Employee Relations liaison with SOM and University entities; the HRC is usually the first point of contact.

Remember.....



School of Medicine HR Community, 2019

“We’re Here For You”



SOM Compliance

EPAP Reviewer Training Guide

Leeanne Walker, JD

Director, Compliance & Research Integrity

Operations Liaison, Dean's Office

leeanne_walker@med.unc.edu

919-260-8086

What is an “EPAP”?

UNC System Policy* defines “External Professional Activities for Pay” as any activity that:

- 1) is not included within one's University employment responsibilities;
- 2) is performed for any entity, public or private, other than the University employer;
- 3) is undertaken for compensation; and
- 4) is based upon the professional knowledge, experience and abilities of the employee.

*UNC System Policy Manual 300.2.2

EPAPs do not include:

- Activities that are considered part of one's **primary** or **secondary duties** to the University.
- Primary duties to UNC: “assigned teaching, scholarship, research, institutional service requirements, administrative duties and other assigned employment duties.”
- Secondary duties to UNC may include: “professional affiliations and activities traditionally undertaken by Covered Employees outside of the immediate University employment context.”
 - » Examples: membership in and service to academic professional societies, membership on professional, nonprofit review or advisory panels, presentation of lectures at other academic institutions, reviewing or editing scholarly publications without the receipt of compensation, and service to accreditation bodies

External Professional Activities for Pay vs. Employment Responsibilities:

EPAP:

- Not within one's employment responsibilities; performed for any entity (public or private) other than the University; undertaken for compensation; and based on the professional knowledge of the employee;
- Must not: interfere with University Employment responsibilities; involve inappropriate use of University resources; make use of University name or logos other than employment identification
- Requires approval of Chair (or designee) via "Notice of Intent" at least 10 days prior to activity.

University Employment Responsibilities:

- "Primary Duties" and "Secondary Duties"
 - » Primary= teaching, scholarship, research, institutional service requirement, admin duties or other assigned employment duties
 - » Secondary= professional affiliations and activities traditionally undertaken by Employees outside the immediate University context (e.g., NIH review panel, but would not include Pfizer advisory panel)
- Does not require advance approval via "Notice of Intent," but Secondary cannot interfere with Primary duties → Chair has authority to declare a Conflict of Commitment

EPAP Process and Review

- A “Notice of Intent” to engage in an EPAP must be submitted on the University’s AIR (“Activities, Interests, and Relationships”) management system (<http://air.unc.edu>) at least **10 days** prior to the activity
- Chair or ACA reviews (considerations include but are not limited to: ensuring there are no Conflict of Commitments with University duties, pay is not excessive, and necessary coverage is in place)
- Once Department approves, routes to the Dean’s Office for review under the SOM’s Vendor Relations Policy (see later slides) and other University and UNC HCS policies, including the Health Affairs Code
- If the person also has research funding with the entity, then COI review process is also initiated at this time (see later slides)

Recent University Announcement re EPAPs

- EPAPs must take place outside of normal working hours, as established by the Department
 - » If during regularly scheduled work week, vacation time must be used
- There is no entitlement or guarantee to engage in EPAPs
- Percent effort is capped at 20% of University time, as established by the Department (~8 hrs/week)
- Lachonya Williams, Assistant Provost for Academic Affairs, handles questions related to EPAPs

UNC Policies Relevant to EPAP Review

- UNC-CH Policy on Individual Conflicts of Interest and Commitment
- UNC SOM/HCS's Vendor Relations Policy
- Health Affairs Code
- Use of University Resources (cited in multiple UNC policies)
- UNC-CH Patent and Invention Policy
- Use of UNC's name and/or likeness (cited in multiple UNC policies)
- UNC-CH Policy on Dual Employment
- Foreign Influence

UNC-CH Policy on Individual Conflicts of Interest and Commitment

Why is this policy important to an EPAP reviewer?

- » Within your discretion to determine whether proposed activity would pose a **conflict of commitment**
 - Will the proposed activity interfere with his or her UNC duties/responsibilities?
 - Is the activity appropriate in terms of scope and duration?
 - » Note—reviewer should reopen disclosure that simply says “consulting”
 - Does the activity constitute excessive time away?
- » Within your discretion to make a preliminary assessment as to **conflict of interest**
 - Will the proposed activity create an unmanageable COI such that it would significantly impact UNC duties

UNC SOM/HCS's Vendor Relations Policy

Why is this policy important to an EPAP reviewer?

- » The VR policy places restrictions on certain vendor-sponsored activities, including speaking engagements.
 - Speakers' bureaus are strictly prohibited
 - If presentation is involved, pay particular attention.
 - Review 7 elements of VR Policy
- » If person has purchasing or other decision-making authority concerning external entity, recusal necessary.

Health Affairs Code

Why is this policy important to an EPAP reviewer?

- » If the EPAP filer is a **UNC faculty physician** and he/she indicates the activity includes patient care services, including but not limited to direct patient care, patient care consultation, chart review, expert witness testimony, depositions, etc., then this activity should be denied as a personal EPAP and the funds for this activity should be billed through the practice plan.

Use of University Resources

Referenced in the [UNC Policy Manual](#), the [UNC-CH COI and COC Policy](#), and the [Policy on Use of University Facilities for Non-Commercial and Commercial Purposes](#).

General Rule = Employees may not use any UNC resources in support of EPAP activities, absent the occasional use of a computer and/or telephone.

Why is this policy important to an EPAP reviewer?

- » EPAP form asks “will this activity use any University resources?”
 - If “yes,” then EPAP reviewer should ensure whatever the resource indicated is an acceptable use.
 - Use of space? Facilities Use Agreement in place?

UNC-CH Patent and Invention Policy

General Rule = the University shall own all right, title and interest in any Invention made by any employee

Why is this policy important to an EPAP reviewer?

- » Sometimes external activities can lead to discoveries/inventions.
- » The EPAP form requires employees to “provide a detailed description of the proposed activity.”
 - It is critical that employee complete this portion of the form as it will be influential in determining ownership

Use of UNC's Name and/or Likeness

General Rule = the use of UNC's name or marks in a manner that may imply the University is associated in some way with the employee's external activity or interest is prohibited.

Why is this policy important to an EPAP reviewer?

- » If the EPAP filer indicates he or she will be representing UNC in completing the proposed EPAP.

UNC Policy on Dual Employment

Applies when one State agency needs the services of an employee of another State agency on a part-time, consulting, or contractual basis.

Exclusions to this policy include service in the NC public school system and community colleges.

Why is this policy important to an EPAP reviewer?

- » If the EPAP filer requests to work for another State agency, it may need to be structured in a different manner (as opposed to a personal EPAP)

Foreign Influence

Why is this policy important to an EPAP reviewer?

- » If the EPAP filer requests to work for a foreign entity

<http://researchcompliance.web.unc.edu/foreign-influence/full-guidance/>

For EPAPs involving foreign entities, visit the above website and direct any questions to research_compliance@unc.edu.

Common Reasons to Deny an EPAP

- Activity involves a function that is generally within an employee's University duties (e.g., the employee was hired by UNC to do research on x and is asking to consult for Company A by doing research on x; the employee was hired to be a clinician and is asking to moonlight).
- Employee requests to serve on a "speakers bureau."
- The activity involves an inordinate investment of time which could potentially impact the performance of the primary duties or is conducted at a time that interferes with the employee's duties at UNC.
- The compensation is deemed excessive (GR= max of \$500/hr).
- The activity will involve the use of University resources, beyond mere occasional use of employee's computer and/or telephone.

Common Reasons to Consult with Dean's Office

- Employee requests to be filmed as part of the activity (additional guardrails required, if the activity is deemed acceptable).
- Employee indicates the use of University resources, beyond occasional use of laptop, etc.
- The activity involves an inordinate investment of time or is conducted at a time that interferes with the employee's duties at UNC.
- The employee is a physician and indicates the activity may be clinical in nature.
- If you are unsure as to the applicability of any of the above-referenced policies.

Department's Discretion

- To declare a conflict of commitment (the activity interferes with the employee's employment responsibilities).
- To determine the EPAP creates a situation which would cause significant changes to the employee's primary duties.
- To determine pay is excessive.
- To ensure vacation time is used if activity falls within standard operating hours.
- Is scope of work appropriate?

What Happens After I Approve an EPAP?

1. Routes to the Dean's Office (Leeanne Walker, Director, Compliance and Research Integrity) for review and approval. This review ensures the activity complies with the above-referenced policies.
2. If UNC holds equity in the company, routes for comments to the UNC Office of Technology and Commercialization (Jackie Quay, Director of Licensing and Innovation Support).
3. If faculty, routes to Provost's Office (Lachonya Williams, Assistant Provost for Academic Personnel). If EHRA non-faculty, routes to campus HR (Vanessa Ragland, Director, EHRA Non-Faculty HR).
4. Only after approval of the above routing, if the EPAP form indicates that University activities or responsibilities may overlap with the EPAP activity, the form routes to COI Program (Joy Bryde, COI Officer) for review under the COI Policy.

Resources

- UNC Policy Manual: <https://www.northcarolina.edu/apps/policy/index.php?section=300.2.2>
- UNC-Chapel Hill Conflict of Interest: <https://unc.policystat.com/policy/4490547/latest/>
- UNC SOM/HCS Vendor Relations Policy: <http://www.med.unc.edu/www/administration/files/vendorrelationshipspolicy>
- Health Affairs Code: <http://www.med.unc.edu/www/about/administration/files/faculty-affairs-code-appedix-a>
- Use of University Resources: [UNC Policy Manual](#), the [UNC-CH COI and COC Policy](#), and the [Policy on Use of University Facilities for Non-Commercial and Commercial Purposes](#)
- UNC-CH Patent and Invention Policy: <https://unc.policystat.com/policy/4466280/latest/>
- Use of UNC's Name and/or Likeness: [UNC Policy Manual](#) and the [UNC-CH COI and COC Policy](#)
- UNC-CH Policy on Dual Employment: <https://unc.policystat.com/policy/4487035/latest/>
- Foreign Influence: <http://researchcompliance.web.unc.edu/foreign-influence/full-guidance/>

Questions

Leeanne Walker

SOM Dean's Office

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919-260-8086

Lachonya Williams

Provost's Office

ldwillia@email.unc.edu

919-843-6298



Break

Campus Master Plan

SCHOOL OF MEDICINE – Master Space Planning

ACA Retreat
November 19, 2019



SCHOOL OF
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AYERS
SAINT
GROSS





AGENDA

1 Goals, Schedule, Process Overview

2 Existing Conditions

3 Planning Themes

4 Stakeholder Summaries

5 Key Questions for Discussion

GOALS, SCHEDULE, & PROCESS OVERVIEW

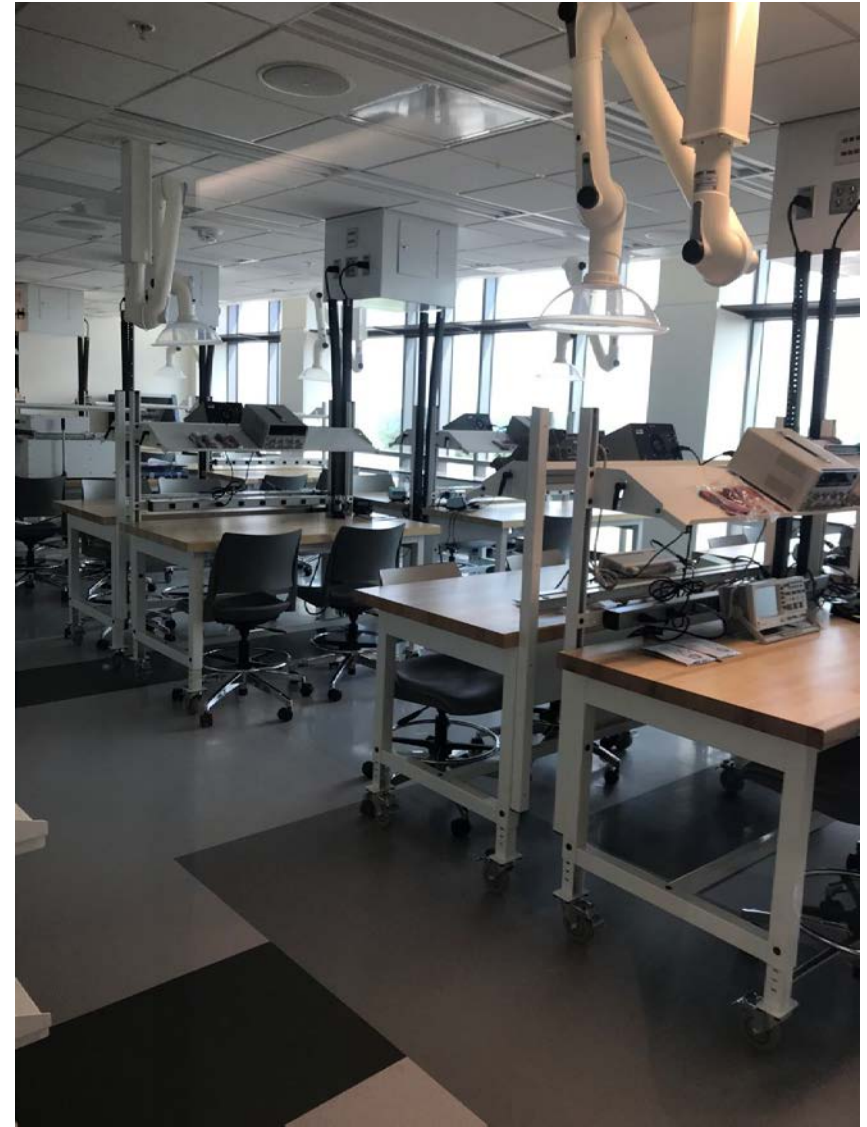
Goals and Objectives

- Review the physical inventory:
 - identify opportunities to be more efficient with owned space
 - identify different ways to organize space across the campus
 - explore where future investments should be made in the built environment



Goals and Objectives

- Integrate with recently completed analysis:
 - University-wide vivarium study (recently completed)
 - TRB schematic design (recently completed)
 - Medical Education Building (construction starting Fall 2019)
- Integrate with additional context:
 - Strategic Plan
 - Campus Master Plan
 - Campus space needs assessment
 - UNC Hospitals space study



Data Request

■ Space

- *Building, rooms, floor plans, condition rating, programs plans for new buildings*

■ People

- *Employees, organizational charts, research definitions + expenditures, projected growth*

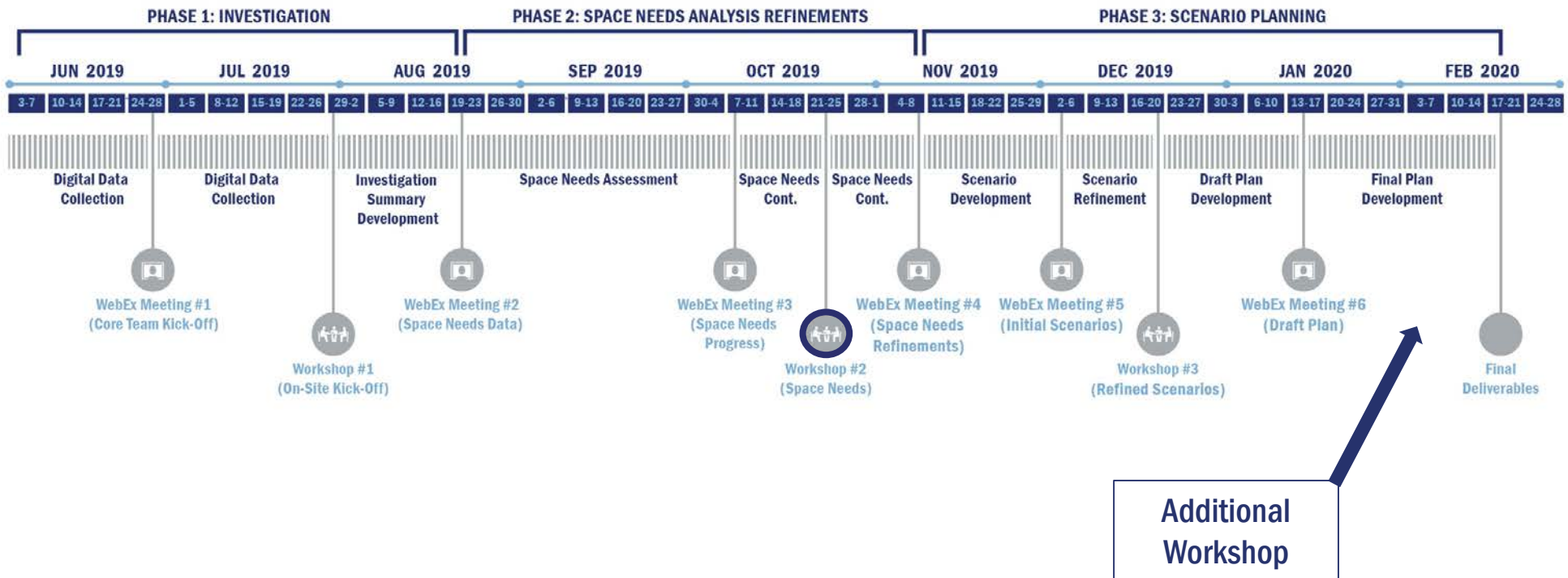
■ Academics

- *Course enrollment, program enrollments, projected growth*

■ Other Information

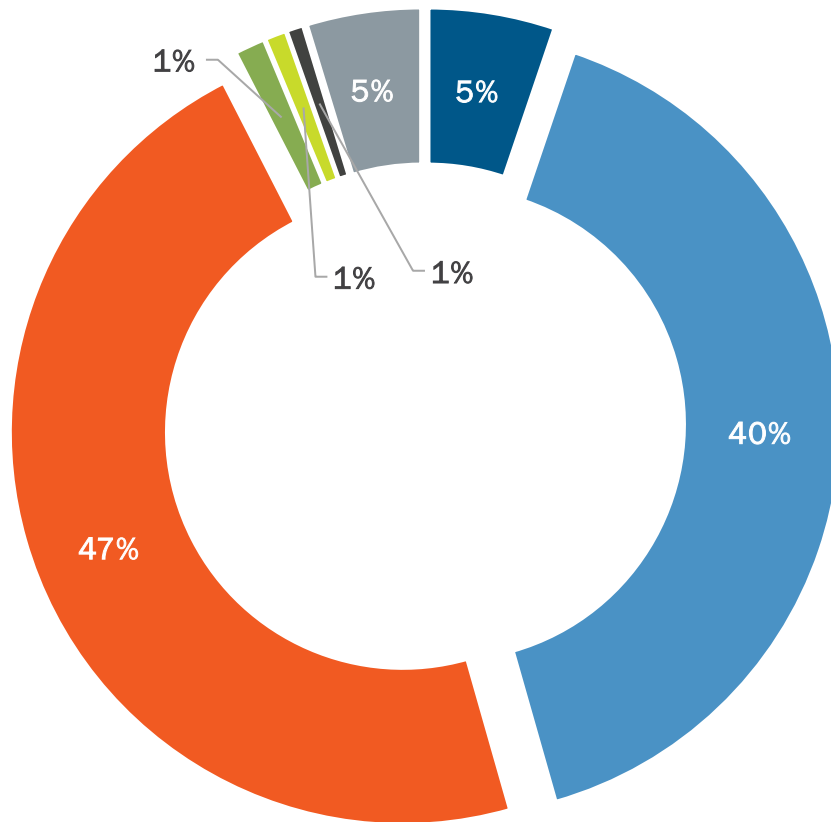
- *Current + aspirational peers, strategic + capital plans, other relevant information*

Space Analysis Process/Timeline



EXISTING CONDITIONS

Existing Distribution of Space

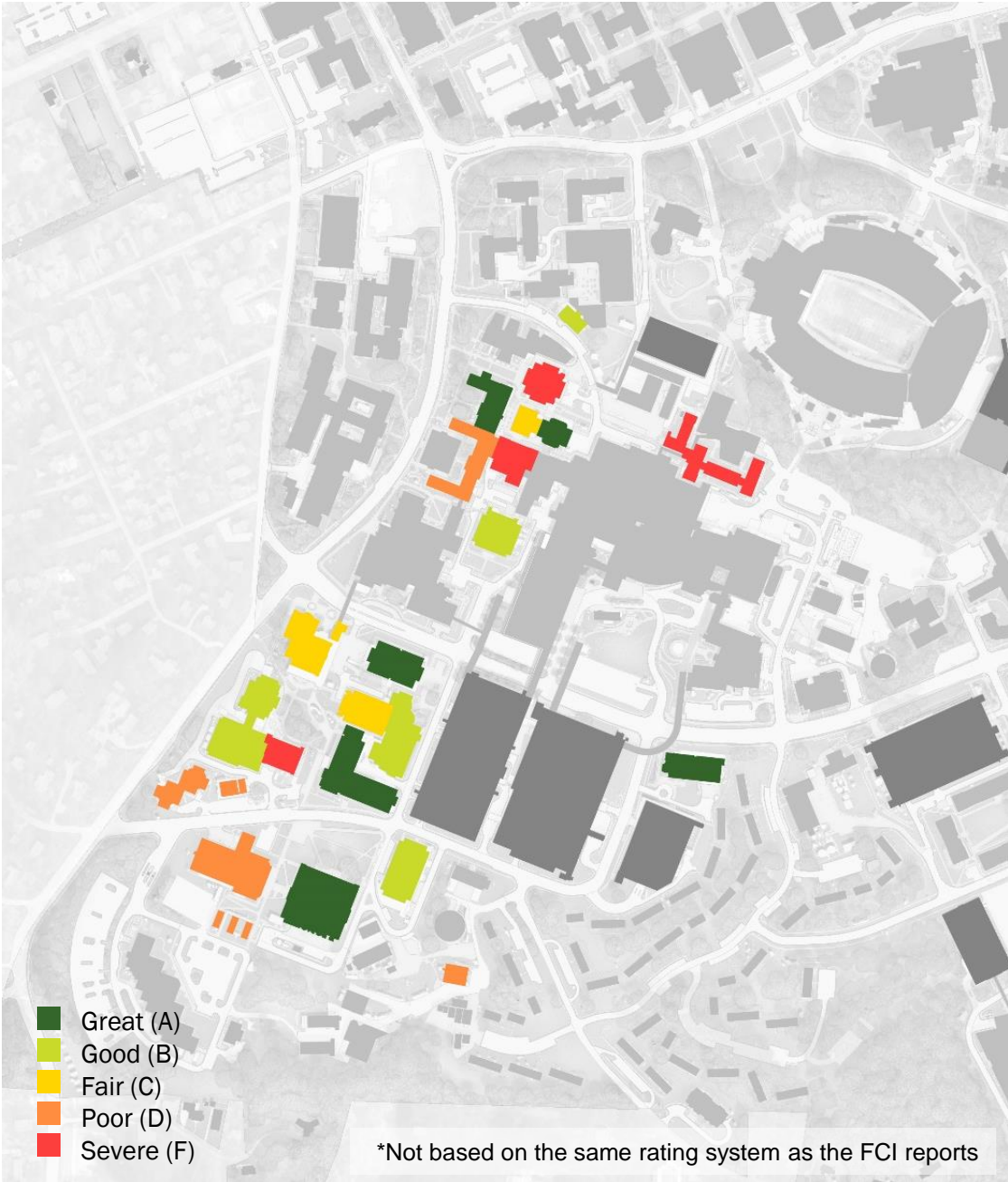


<u>Space Group</u>	<u>NASF</u>	
Instructional Space	77,013	5%
Research Space	598,356	40%
Office Space	694,372	47%
Library + Study Space	18,674	1%
Student Space	13,096	1%
Assembly + Exhibit Space	10,243	1%
Healthcare Space	69,669	5%
	1,481,423	

Excludes UNC Hospitals + inactive/conversion space

2019 UNC School of Medicine Building Rating

Building Name	SOM*
AHEC Building	Good (B)
Berryhill Hall	Severe (F)
Bondurant	Great (A)
Beach Café portion of Brinkhous-Bullit	Great (A)
Remaining Brinkhous-Bullit	Fair (C)
Med Wings	Severe (F)
MacNider Hall	Poor (D)
Old Clinic	Severe (F)
Burnett-Womack	Good (B)
Thurston-Bowles	Fair (C)
Mary Ellen Jones	Great (A)
NRB	Good (B)
MBRB	Good (B)
Taylor Hall	Severe (F)
Lineberger old wing	Fair (C)
Lineberger new wing	Good (B)
Marsico Hall	Great (A)
Glaxo	Poor (D)
Building 52	Poor (D)
Genetic Medicine	Great (A)
Bioinformatics	Good (B)
Med Building B	Poor (D)
Trailers behind EPA	Poor (D)
EPA	Poor (D)
POB	Great (A)



PLANNING THEMES

Planning Themes

1. The acute needs of the School of Medicine include flexible research space, faculty offices, and staff offices. What is the extent of these needs, what are the appropriate metrics to measure the need, and how can we solve the problem to support recruitment and retention of top talent?
2. Space should be flexible to adapt to different uses, users, and team sizes. What designs/metrics are appropriate to provide flexibility for the future?



Planning Themes

3. The way in which faculty teach and students learn is changing. How do we provide space that meets the needs of all academic missions of UNC School of Medicine?
4. Workplace environments need to consider how we work today, how we will be working in the future, and how to address critical adjacencies. What is the appropriate mix of private office vs touchdown work area and where are they located?



Planning Themes

5. Alignment between the hospital and SOM is critical to making decisions about space. How do we reallocate space as the clinical focus shifts to off-site locations?
6. Consider ways to better integrate bench to bed connections between basic and clinical scientists. Within clinical research, how can we create a more patient-friendly environment?



Planning Themes

7. Location, adjacency, and connectivity is critical to advancing science and supporting collaboration. How can we intentionally facilitate disruptive innovation?
8. Eastowne development planning needs to be integrated into this study. How does off-site space impact the SOM?



Planning Themes

9. Wellness and other amenities of daily living are desired and that is part of a broader University-wide discussion. How can we support faculty, staff, and students to avoid burnout, relieve stress, build community, and support recruitment and retention?
10. The result of this study needs to be a “future-proof” plan that is fiscally sustainable. What is the most logical and defensible strategic framework?



SUMMARY OF STAKEHOLDER INTERVIEWS

Mission-Driven Space

All stakeholders mentioned their need for more space (office, research, lab, clinical) based on current needs and future growth

- Expanding office/research/lab/clinical space will help in attracting and recruiting faculty and students, which is a high priority for many stakeholders (this will also bring in more grants)
- Departments that have top-tier programs need to keep up with space demands in order to compete with other top-tier universities

Mission-Driven Space

Consistent space considerations:

- Clinical research building
- A second Physicians Office Building
- More research space
 - Wet Lab
 - Dry Lab
 - Computational
- Strategic placement of core lab space
- Additional teaching/meeting space to support education mission (Allied Health, residency, graduate education)

Collaboration

All stakeholders mentioned that encouraging collaboration and community within faculty is a top priority

- This will help support faculty/researcher retention and growth
- Many stakeholders recommend moving office/desk space adjacent to clinical/lab spaces
- Many stakeholders recommend keeping groups together and creating office space that aggregates teams (some departments are currently housed in separate buildings – would require some regrouping)
- Many stakeholders recommend more gathering spaces – for faculty/department meetings, for students, for collaboration between sciences and colleges

Collaboration

Consistent space considerations related to collaboration:

- A building that integrates basic science research with clinician scientists
- Computational hubs to promote convergent sciences (mix wet and dry space)
- Collaboration space for South of Manning (SOMA)
- Incubator/start up space

Campus Amenities

All stakeholders mentioned their need for more amenity spaces

- Many stakeholders recommend providing daycare facilities for faculty (would aid recruitment)
- Many stakeholders want more social food areas especially SOMA
- Many stakeholders mentioned the need for more parking
- Many stakeholder mentioned the need for more spaces related to wellness

KEY QUESTIONS FOR DISCUSSION

Organization

There is a spectrum of thought as to how research within the School of Medicine should be organized.

Is it departmental or is it theme-based?

What effects does this have on facilities, space, and campus organization?

Big Data/Data Science

Should we create a building/space that concentrates SOM disciplines that rely on big data that includes disciplines/colleges outside UNC Health Affairs?

Faculty Offices

The assignment of office space varies across individual units. The spectrum ranges from some faculty to all faculty having private offices.

Should SOM establish a more universal, prescriptive method for assigning offices based on type of work or effort (i.e. clinical, research or administrative)?

Clinical Research

The definition of clinical research is different to different people?

How does UNC define clinical research? Is it space for clinicians to conduct clinical trials on patients? Is it space for researchers to research the outcomes from clinical trials? Something else?

Cores

SOM should prioritize core location/placement based on research workflow and necessary proximity to its user base?

Which cores need to be down the hall and which cores can be across or off campus?

The Harvard Medical School “machine” idea could be replicated at Taylor using that area for shared cores and collaboration because of its central location in the SOMA district.

Simulation

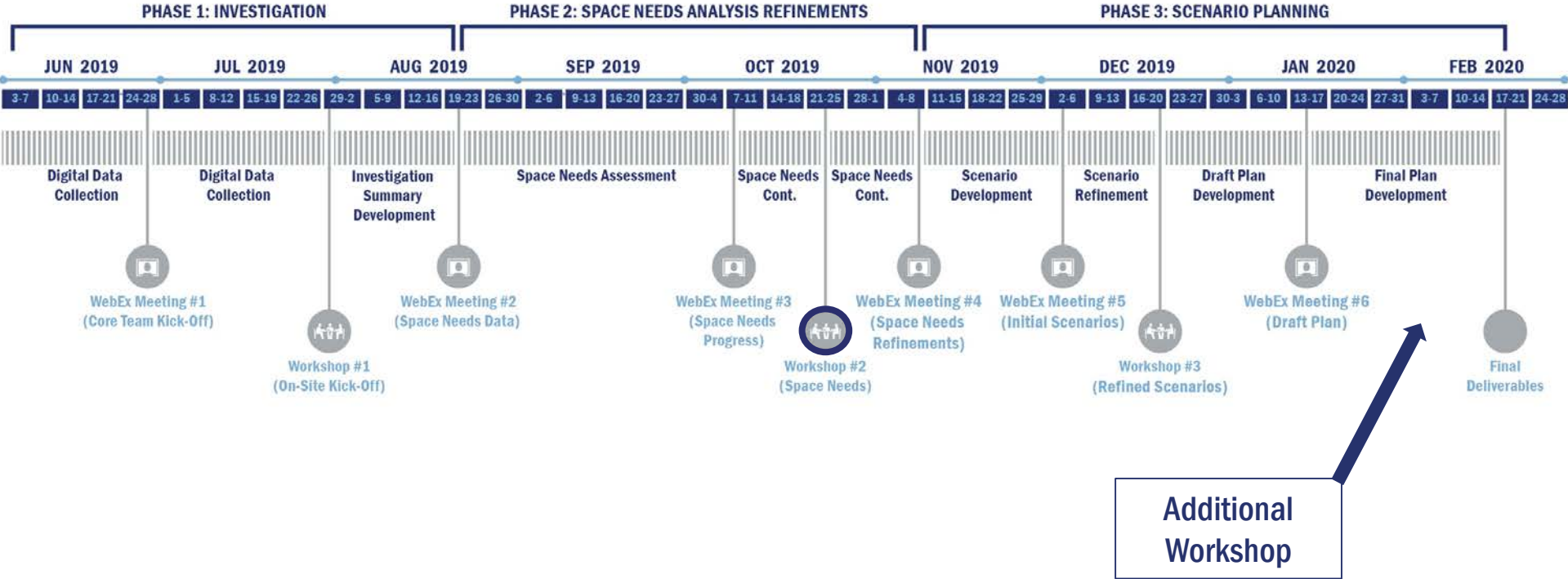
Should SOM consider consolidating simulation lab spaces to support medical and resident education?

Collocation could help with staffing/operations efficiency, utilization and financial viability.

Off-Campus

How do off-campus developments like East Towne inform SOM strategic planning?

Space Analysis Process/Timeline



Questions



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SOM IT



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Uduak Ndoh
Assoc. Dean for Information Technology
Chief Information Officer

November 19th, 2019

Current Information Security Environment and Posture

- **Business email compromise**
 - SOM IT has been implementing technical measures to flag these scams and warn recipients, however the best way to mitigate these attacks is on the purchasing side.
 - Institute procedures that involve an out-of-band verification via a phone call to a known number.
 - Please report any scam attempts to SOM IT ASAP.
- **Phishing still a concern**
 - School of Medicine sees about 200 incoming phishing emails/month.
 - Human vigilance and commitment is the only way to prevent a successful phishing attack.
 - Report all phishing attempts to phish@unc.edu.

IT Services and Cost Model

- **IT Cost Model**

- Fee per Funded FTE: Fee is assigned by percentage to the department in which the employee is funded. This is not necessarily their primary appointing department.

Example - Dr. Smith

- Appointed in Department of Medicine
- Effort and funding reflect 20% time in clinic, 80% Dean’s Office admin role

Metric	DOM	Dean’s Office
Funded FTE	20%	80%

- No charge for FY20
- Charges:

FY2020	FY2021	FY2022	FY2023
0	\$350	\$400	\$500

- IT Cost will be provided in January, in advance of the budget cycle.

SOM IT Updates

- **Network Upgrades and Impact to Research**

- SOM IT will be upgrading switches and routers to increase capacity.
- The rollout and implementation will begin in 2020, primarily south of Manning.
- We will be increasing bandwidth from 1 gbps to 10 gbps to the port.

- **UNC Health Care Collaboration and Collocation**

School of Medicine IT, ITS, and ISD have formed a working group to solve the vexing network issues suffered by staff that are primarily with one organization (UNC vs UNC Health) and are routinely in network spaces managed by the other organization.

- Wireless support for Skynet/Eduroam.
- Wired access to UNC and UNC Health in the same building.

- **Purchasing IT Services**

Questions?

OPSCA

SOM Services Contracts

Office of Professional Service Contracts and Affiliations (OPSCA)

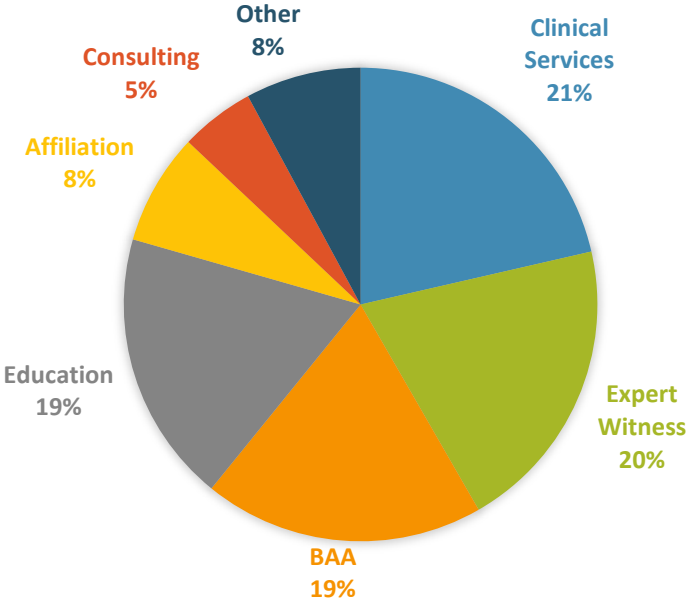
Erin Edwards, Director and
Alison Melvin

Overview

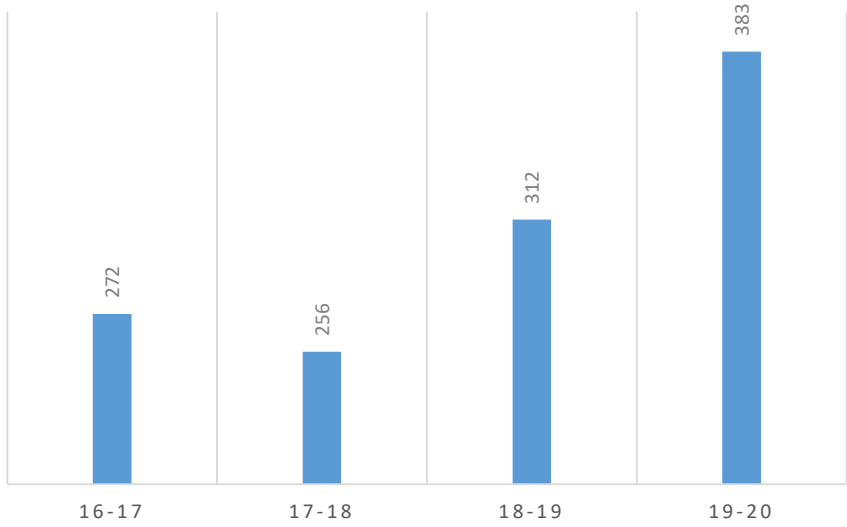
- **Recent Updates**
 - CRF Submissions
 - Electronic Routing Agreements
- **Expert witness**
- **Term Sheet Project**
- **Reminders and FYIs**

OPSCA Agreements

AGREEMENT TYPES



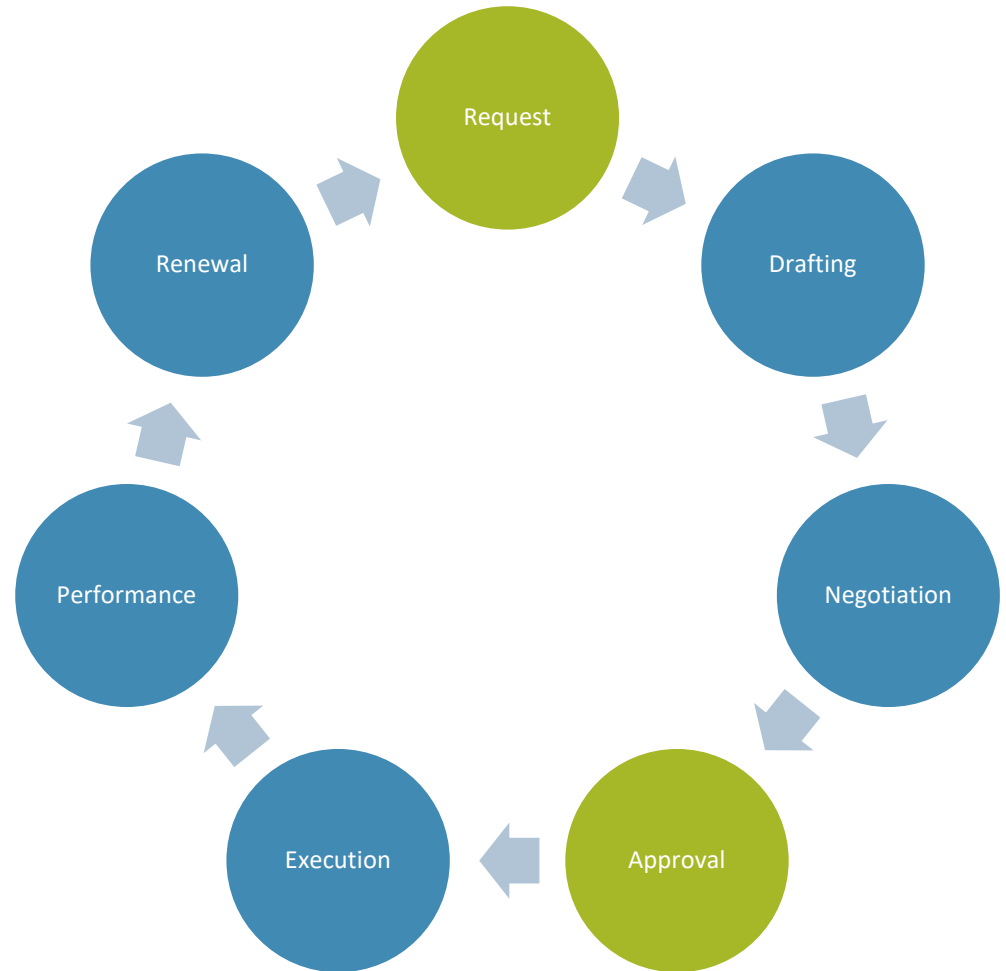
SUBMISSION YTD



YTD- as of November 8, 2019.

Recent Process Updates Submission and Approval

- CRF process for submissions
- Approvals - Adobe Sign



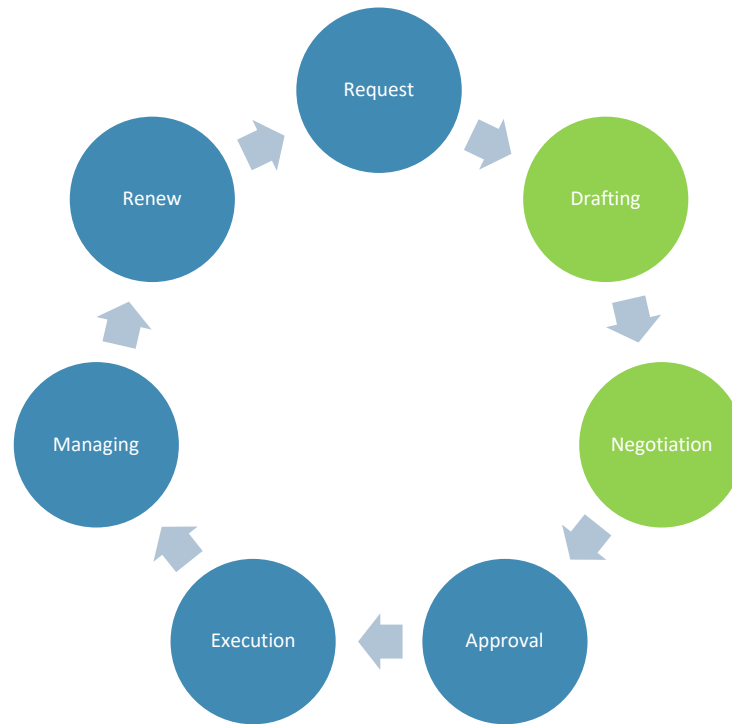
Expert Witness Process

- Reminder: new expert witness process implemented this fiscal year in response to:
 - Institutional Privacy Office (IPO) guidance requiring a BAA and
 - UBIT tracking for compliance and audit purposes
- (Usually) only applicable where faculty member is acting as an expert witness for a patient with whom the physician does *not* have a treatment relationship (key words: fact witness; subpoena)
- Agreements should be signed before faculty members begin record review
- We are working with UNCHCS Legal and FBO to continue improving this process
- Don't forget conflict check!

Expert Witness Process continued...

- 100 expert witness CRF submissions under the new expert witness process
- 28 requests cancelled, primarily due to prior treatment relationship between physician and patient
- 1 cancelled due to time restrictions and contracts requirement
- Most firms sign the agreements without requiring revisions; firm response times vary depending on their schedule and urgency of the case

OPSCA Term Sheet



- **Template PSAs are now nearing completion for Clinical work**
- **Term sheet may be used to guide negotiation and will serve as reference for OUC or OPSCA staff.**
- **Term sheet used to tailor PSAs, contains most commonly negotiated terms and conditions**
- **When available, all ACAs will receive term sheet by email, along with instructions for use**
- **Term sheet may be periodically updated, so check with OPSCA staff for most recent version.**

OPSCA Term Sheet

REQUESTOR AND CONTRACTING PARTY INFORMATION	
Requesting SOM Department	
SOM Department Contact Name	
SOM Department Contact Phone	
Other Party Named in Contract	<input type="checkbox"/> UNC Affiliate Hospital: _____ <input type="checkbox"/> UNC Physicians Network <input type="checkbox"/> Other _____
Other Party Contact Name	
Other Party Phone	
PROPOSED CONTRACT TERMS	
Description of Services to be Performed by SOM Department to Other Party <i>(check all that apply)</i>	<input type="checkbox"/> Physician Services <input type="checkbox"/> Advanced Practice Practitioner Services <input type="checkbox"/> Medical Director Services <input type="checkbox"/> Other _____
Contract Term	<input type="checkbox"/> One (1) Year (<i>Preferred</i>) <input type="checkbox"/> Other _____
Renewal Rights	<input type="checkbox"/> Auto-renewal (<i>Preferred</i>) <input type="checkbox"/> Upon mutual agreement
Compensation <i>(check all that apply)</i>	<input type="checkbox"/> FTE-based Payment <i>Survey:</i> _____ <i>Specialty:</i> _____ <i>Percentile and Rate:</i> _____ <input type="checkbox"/> Hourly Rate(s) _____ <input type="checkbox"/> Shift Rate(s) _____ <input type="checkbox"/> Other _____

- Description of services
- Contract term and renewal rights
- Compensation
- Benefits fee, administrative fee
- Payment terms
- Billing arrangement
- Insurance Arrangement
- Medical Records Arrangement
- Credentialing Arrangement

Updates and Reminders

- External Signatures
- Policy on Signing Contracts
- BAAs and the BAAR



Contact

Alison Melvin

919-966-4548

www.med.unc.edu/opsca

opsca@med.unc.edu



FINANCE

Finance



Patsy Oliver
Associate Dean

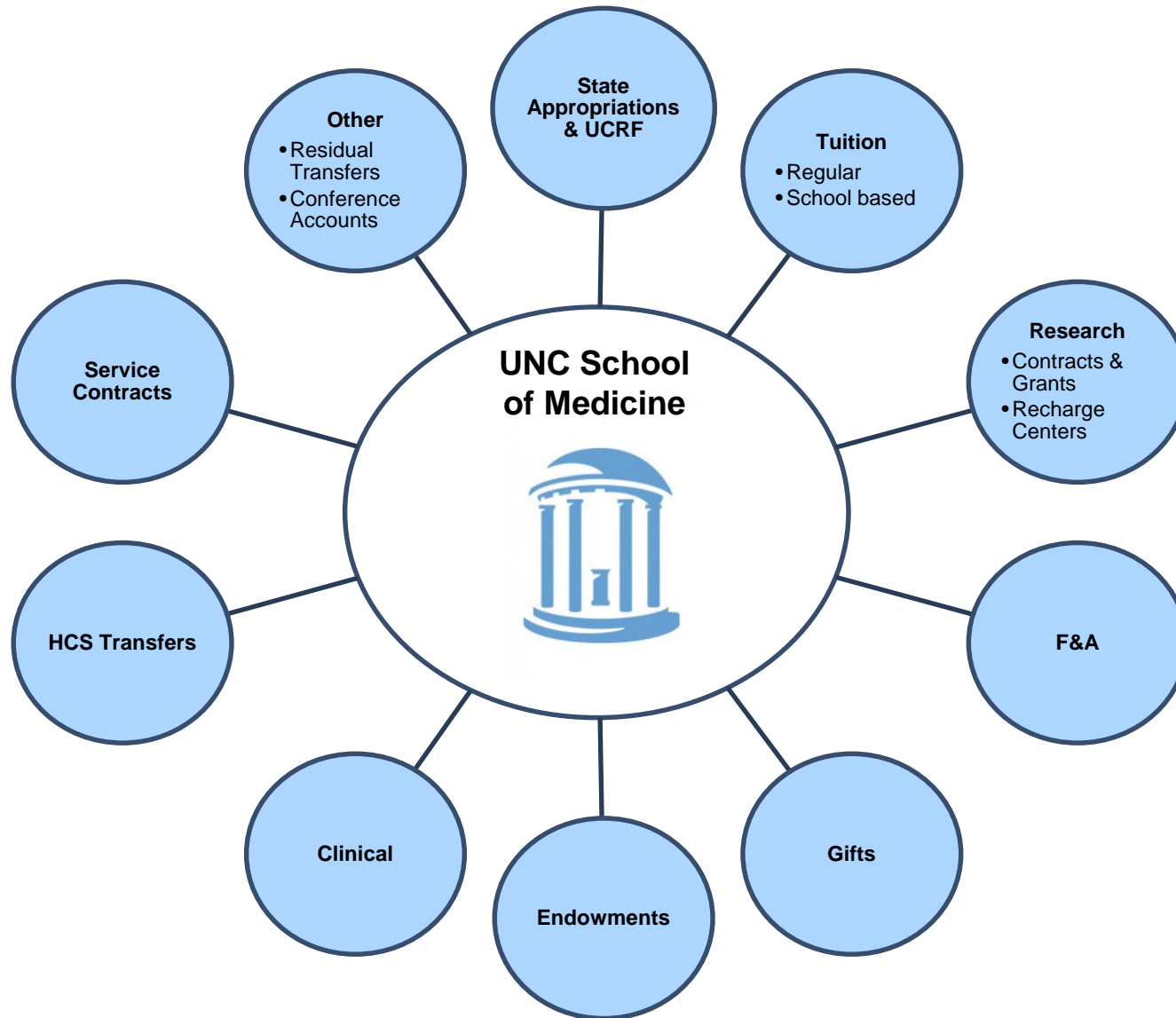
Jennifer Blair
Assistant Dean



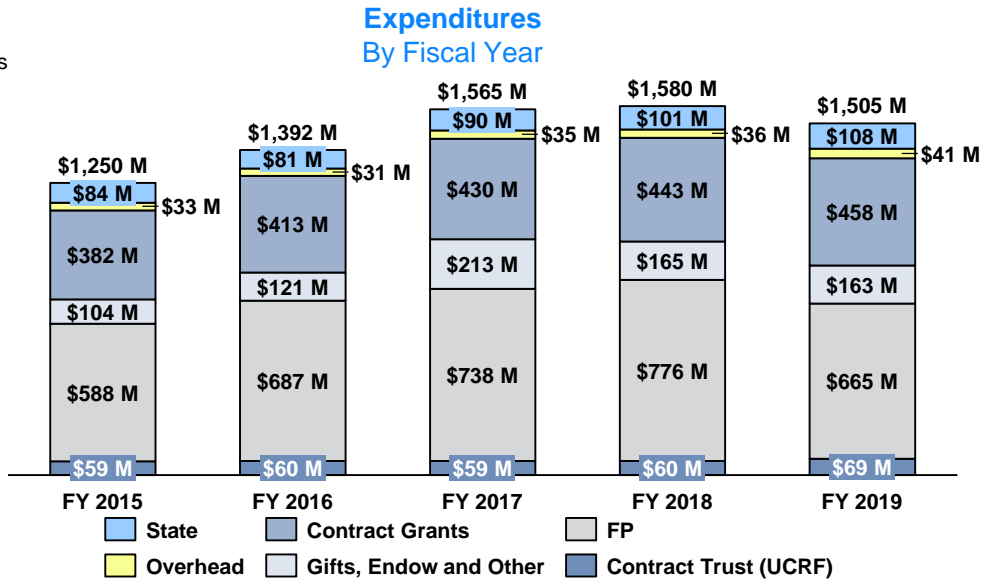
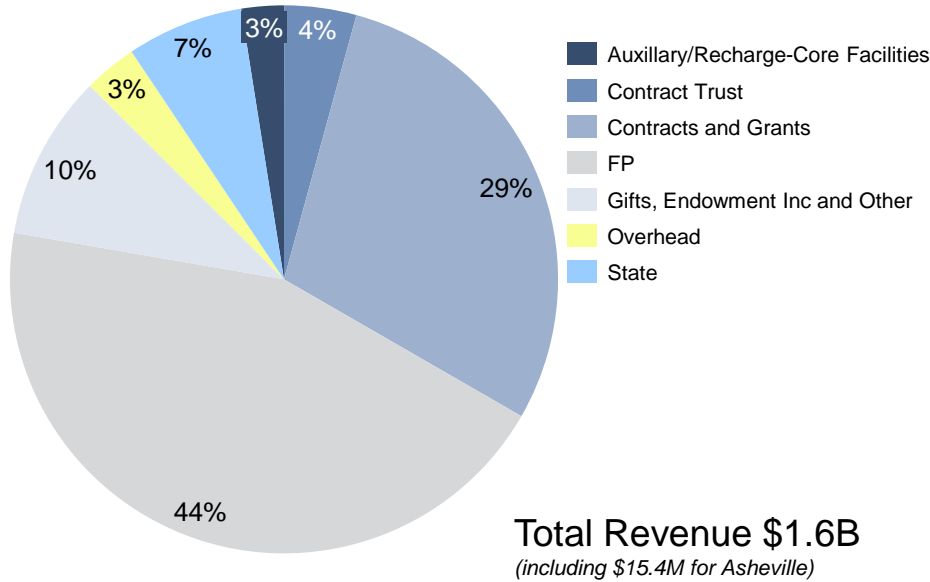
**SCHOOL OF
MEDICINE**

Finance Fundamentals

Snapshot: Where Our Money Comes From



SOM Funding Sources, FY 2019



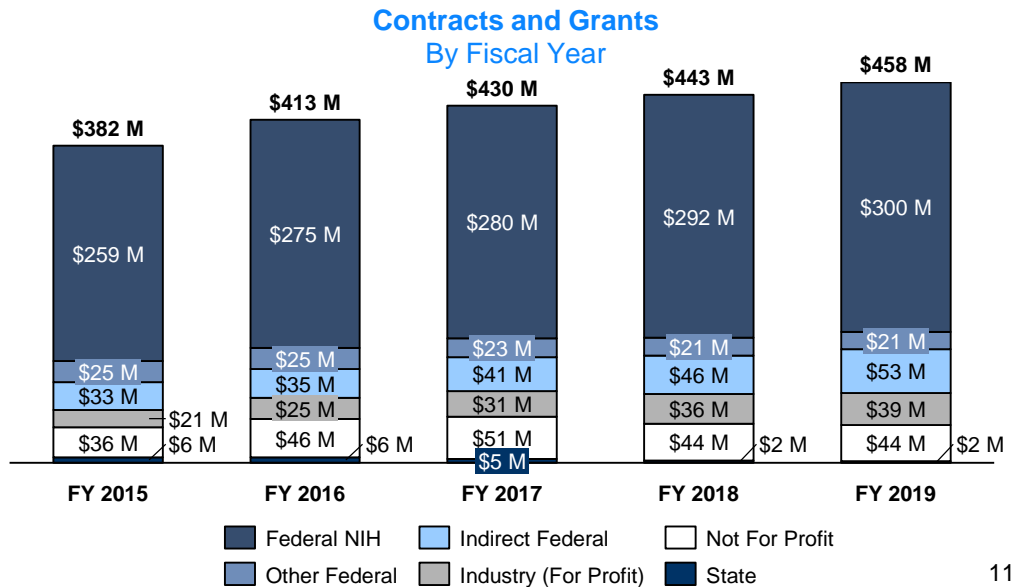
- \$1.6 Billion Total Expenditures (excluding AHEC)

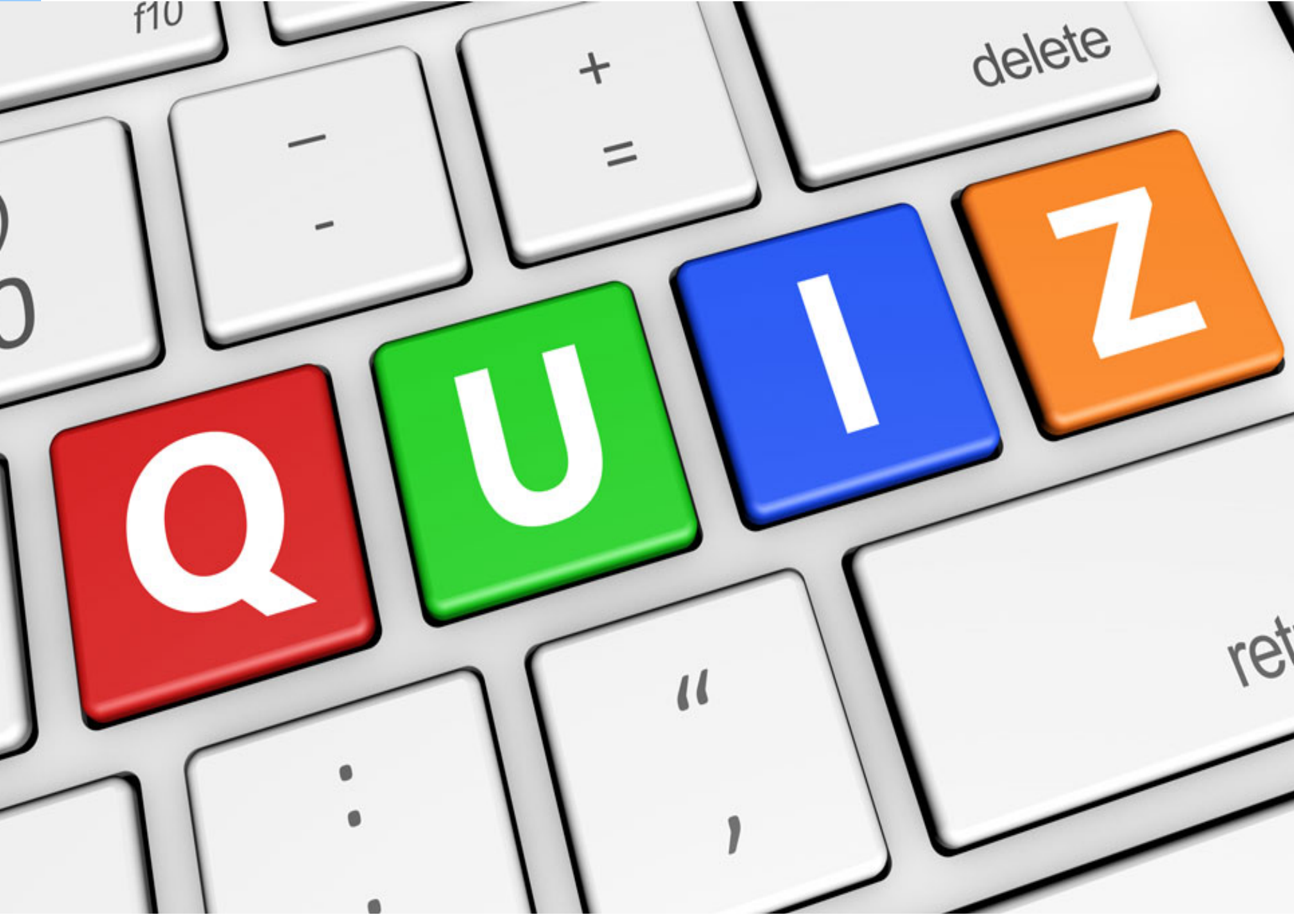
Personnel

- Faculty: 1,816
- Non-faculty: 558
- Staff: 1,623

Fall 2018 Enrollment: ~2,565

- ~885 Professional (MD & Allied Health Degree Students)
- ~769 Graduate (Basic Science & Allied Health PhD & Masters Students)
- ~846 Fellows & Residents
- ~65 Undergraduate Students





Q

U

I

Z

Which fund type would be most appropriate for a departmental holiday party?

Any departmental gift

State

F&A

Professorship

Unrestricted trust

✓ 0%

Which fund type(s) would you use to fund faculty and staff salaries?

State funds

Recharge

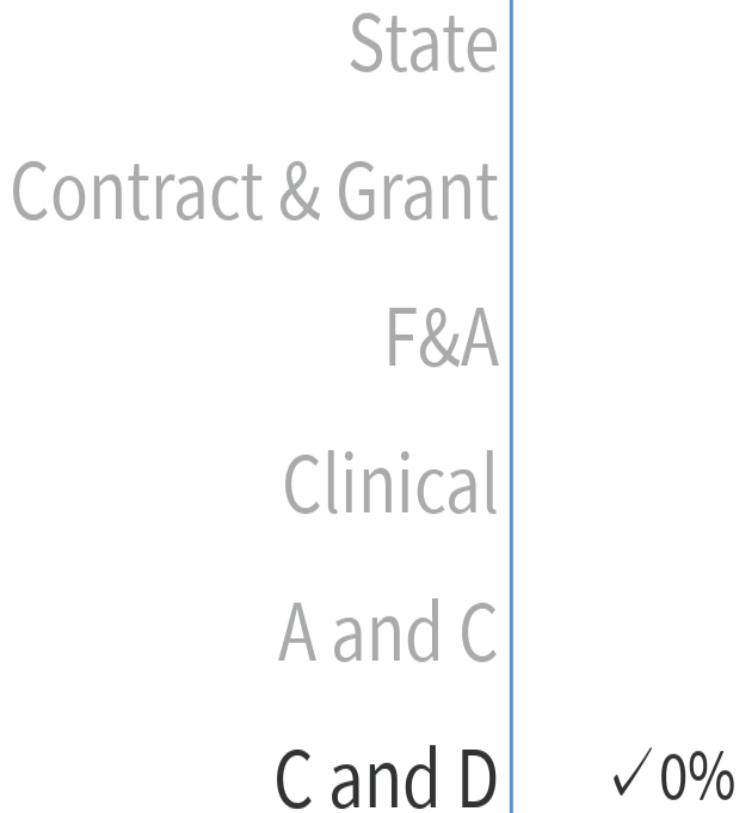
Clinical Funds

Med Foundation on UNCCH business unit

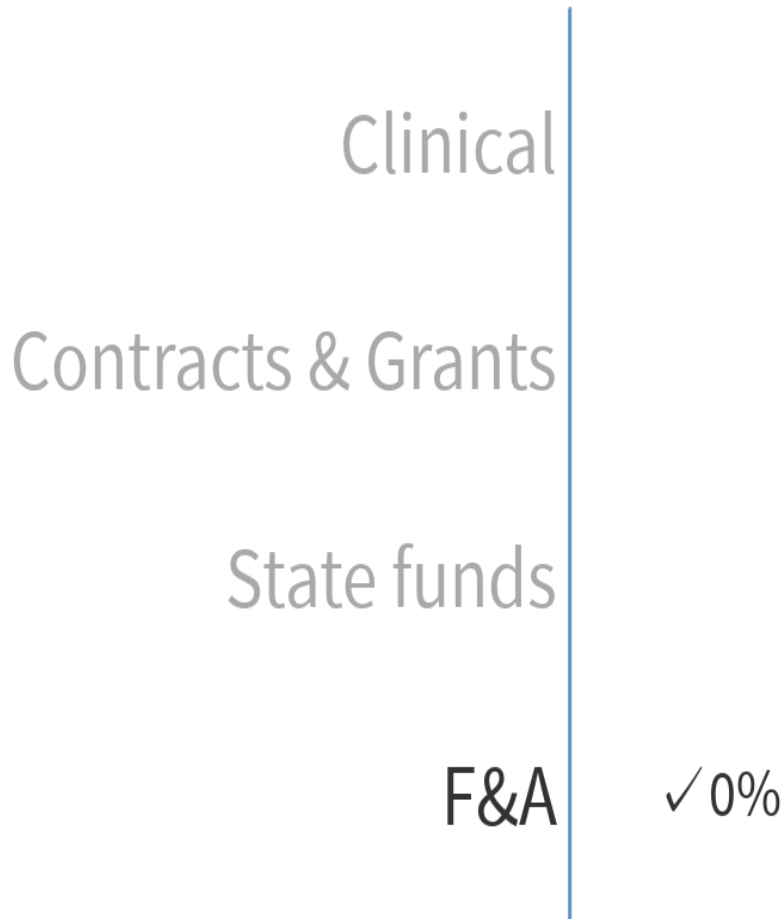
Any of the above ✓ 0%

Only A, B, and C

Which fund type(s) are most appropriate to use for general office supplies?



Which fund type would you use to purchase a piece of lab equipment for shared use?



A drug company approaches you about funding a lunch for residents. Is this allowed?

Yes - bring on
the gourmet
pizza

No - bring your
own PB&J

✓ 0%

Which fund type(s) are the most appropriate to be used for a business lunch meeting?

Med Foundation

Gift Trust

Clinical

Any of the above

✓ 0%

Dr. House, whose salary is \$200,000, is funded by an NIH grant. Would the cost share be mandatory or voluntary?

Mandatory

✓ 0%

Voluntary

Dr. Grey, whose salary is \$210,000, is funded by a Gates Foundation grant. The grant just moved into a no-cost extension. Grey has asked you to cost share her effort.

Would the cost share be mandatory or voluntary?

Mandatory

Voluntary

✓ 0%

Finance Fundamentals – Fund Types

State

Key Components

- UME & historical allocation
- Restrictive & scrutinized
- Most effectively used on salary
- Fringe pool

Special Notes

- Strategic timing of utilizing these funds (July 1 or January 1)
- June 30: use 'em or lose 'em

Reports

- BMS
- Ledger Rollup

N&O Test

- Food
- Travel
- Non-personnel

Key Components

- 15.6% return to department
- No large carry-forward balances

Reports

- Ledger Rollup
- Suspense Reports
- Direct/Indirect Cost Report

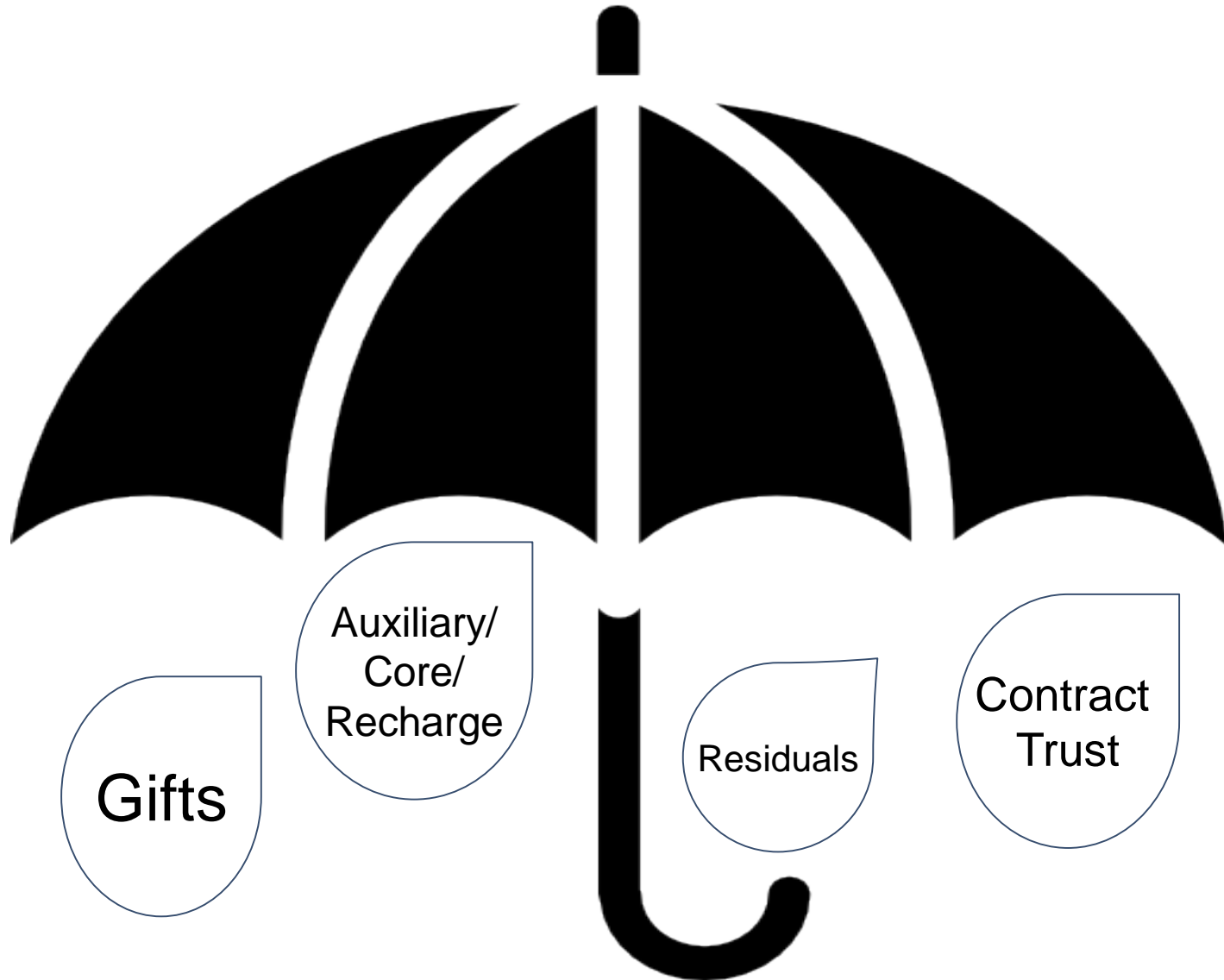
Special Notes

- Overhead sharing agreements

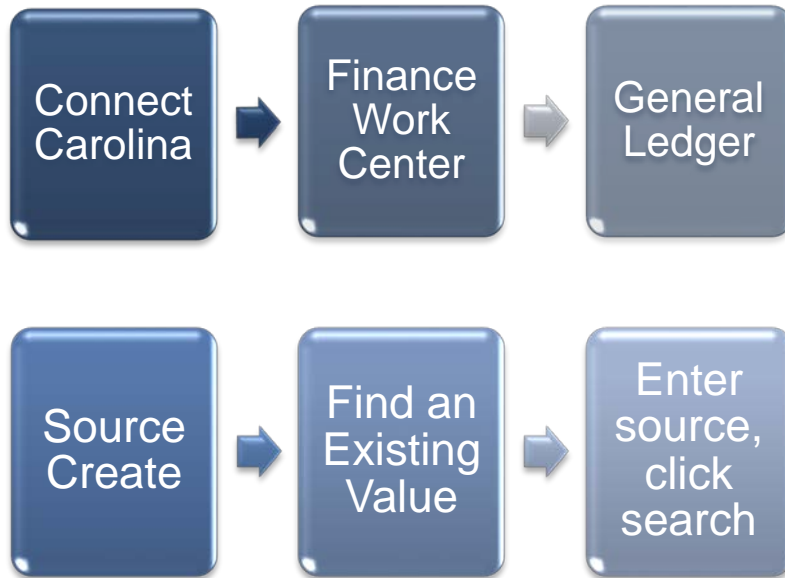
N&O

- Business entertainment
- Meetings & amenities

Trusts



Need a Fund Authority?



The University of North Carolina
at Chapel Hill

FUND AUTHORITY

Institutional Trust Funds

GS. Sec. 30. Ch 116-36.1 (g) (1)

Account Title:#MELOY FOUNDATION GIFT

Disbursing Authority: Chair

Source:

Gift from the Thomas Meloy Foundation.

Purpose:

Funds will be used for teaching pain management principles in undergraduate medical education.

Terms:

The budget pool, object 1000, for the subsidiary ledger account will be updated at the end of each month for the net amount of the receipts for the month. As encumbrances and expenditures occur, the 1000 budget pool will be reduced to provide the remaining budget. The account is managed as a fiscal year pool account although the remaining budget balance is carried forward to the next fiscal year. The automatic budget reallocation method is 4.

Instructions:

Only funds from the above source and for the same purpose should be credited to account number:0-63780-4223.

Disbursements from this fund should be charged to account number using the appropriate object:6-63780

Date: October 28, 2011

Internal Document ID: 00005853

Dennis Press, University Controller

Gifts

Key Components

- Restricted vs. unrestricted
- Endowment vs. endowment income
- Vendor donations/relations
- Owning department

Special Notes

- Not all trusts are created equal
- Reinvest endowment income back into the endowment
- MMK +/-
- Using M-source in payroll

Reports

- Comprehensive Financial Summary (cash)
- Ledger Rollup (budget)

N&O Test

- Approved expenditures based on the Fund Authority
- Sunshine Act/Laws
- Alcohol/gifts/awards

Auxiliary/Core/Recharge

Key Components

- Fee for service
- [IF&C](#) oversight
- Monthly billing

Special Notes

- Infoporte/iLabs
- Periodical OSR rate review

Reports

- Ledger Rollup
- Comprehensive Financial Summary
- Core Report

N&O Test

- Expenditures relate to services performed

Contract Trust

Key Components

- Fee for service
- OPSCA must sign the agreement
- Monthly billing

Reports

- Ledger Rollup
- Comprehensive Financial Summary

Special Notes

- This is not a gift

N&O Test

- Expenditures relate to services performed

Contracts & Grants

Key Components

- Start/end dates
- Cost share

Special Notes

- Effort reporting

Reports

- OSR Ledger Rollup

N&O Test

- Uniform Guidance
- Sponsor's rules

CASE STUDY



Case Study

You are the ACA/business manager of a multi-mission department. You have a new Chair who wants to accomplish a lot in the upcoming year. This new Chair walked into a department with low morale, and the department has been stagnant (i.e. minimal growth, décor from 1990). Listed below are the items the new Chair wants to accomplish, and the cost associated with each. You have reviewed the financials and have determined you have \$1M of departmental funds including the new Chair package. What would your group propose to the new Chair, and why?

1. Fall faculty and staff outing – \$5K
2. Continuing education – \$40K
3. New microscope – \$250K
4. Conference room upfit used for Education, Clinical, and Research with fully integrated electronics and comfortable chairs – \$100K
5. Research faculty recruitment with a K award – \$300K
6. Winter holiday event – \$15K
7. Clinical faculty recruitment – \$250K
8. Hire staff member to assist in research interest development – \$75K
9. Seed research program for existing faculty – \$100K (2 faculty at \$50K)
10. Provide a facelift to the old and smelly admin space – \$100K
11. Faculty salary increases up to 50th percentile of AAMC median – \$300K
12. Spousal hire – \$60K (\$180K is total salary)
13. Open a new clinical site near I-40 – \$300K
14. Rent space off-site for new clinical trial unit – \$100K

Rules of Engagement

- You cannot change the amounts or the scenarios the new Chair wants to accomplish, however you can get creative in why you chose what you did.
- You cannot borrow another group's money or call on the Dean's Office
- Consider
 - Return on investment
 - ALL missions
 - Strategy





IT IS LUNCH TIME

BASIC SCIENCE & CENTERS

Financial Reporting

Reporting

SOM Departmental Financial Dashboard

- Best used as an all funds overview for your department
- **Scenario of when to use report:** Your departmental Chair, Dr. History, wants to see an all funds financial view of the department for the past several years.

Comprehensive Financial Summary

- Best used for trust funds
- **Scenario of when to use report:** Dr. Ram wants to buy a sleeping pod for his department from his gift fund, but is unsure of the balance.

Salary funding

- Best used to see the *current* funding of employees in your department
- **Scenario of when to use report:** Staff member Tara Heel, is curious about who is currently funded from her F&A funds.

SOM Funding Report

- Best used to view how someone was funded in the *past*
- **Scenario of when to use report:** Dr. Bones is convinced he's been funded by project 5123456 for the last three months, but wants to be sure and to see how else he's been funded the past 3 months. Even if your department has needed to submit PAATs this is your go-to report!

Test Your Reporting Knowledge!

SOM Actuals/Ledger Report - Comprehensive Financial Summary

SOM Funding Report

Show me the Carfax

BMS Report

Salary Funding

Recharge/Cores Report

Current Suspense
Charges

Credit Karma

Direct-Indirect Cost Report

SOM Department Financial Dashboard

Transactions

My child's progress report card



Break

Campus Journals

Journals – General

Choosing the right type of journal for the job:

- Correcting JE (JCR)
- Billing JE (JBL)
- Billing State Receipts JE (JBS)
- Gift to Gift (JGG)
- Endowment Income Transfer (JUI)
- Endowment Income to Principal (JUP)
- Residual Funds Transfer (JSR)
- Foundation Allocation Journal (JFA)
- Other Campus JE (JOT)

Journals – Correcting / Billing

Correcting JE (JCR)

- Corrections to a previously posted transaction

Billing JE (JBL)

- Payment of invoices from one CFS to another

Billing State Receipts JE (JBS)

- Payment of internal invoices where the revenue is posting to a receipt-supported state source.

Journals – Gift to Gift / Endowment

Gift to Gift (JGG)

- To transfer funds between two gift sources

Endowment Income Transfer (JUI)

- To move endowment income (281/2xx-7xxxx) between departments

Endowment Income to Principal (JUP)

- To reinvest endowment income (281/2xx-7xxxx) into the principal (29800-7xxxx)

Journals – Residual / Foundation

Residual Transfer (JSR)

- To move the remaining funds FROM a project/clinical trial to a residual fund (241XX-16XXX)

Foundation Allocation Journal (JFA)

- To transfer from a CHMED Endowment Income (29920) or Expendable Source (29930) to a University trust (29200)

Journals – Other

Other Campus JE (JOT)

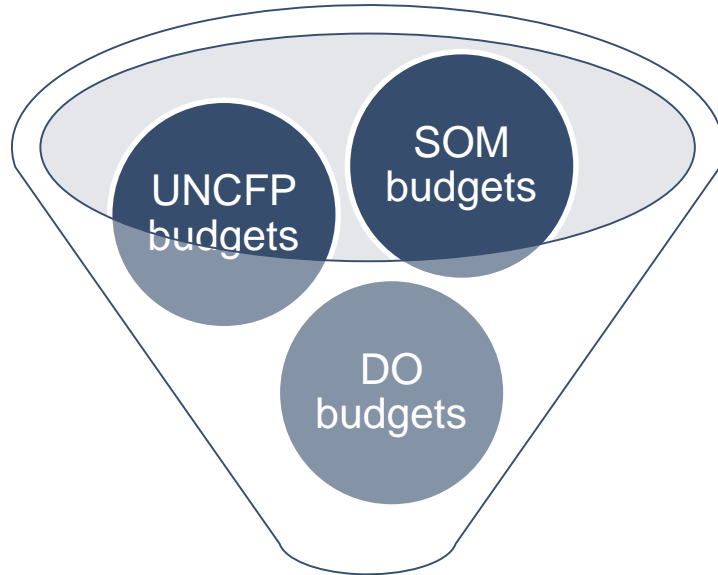
- Reserved for moving anything else that can't be accomplished using one of the pre-set types.
- Corrections to transactions that posted prior to FY16 or which are unavailable in JCR (i.e. payroll accounts that post as journals, or corrections between BUs)
- Billings on accounts or sources unavailable in JBL, if allowable
- Transfers within CHMED Business Unit between two MXXXX gift sources

When NOT to use a Campus Journal

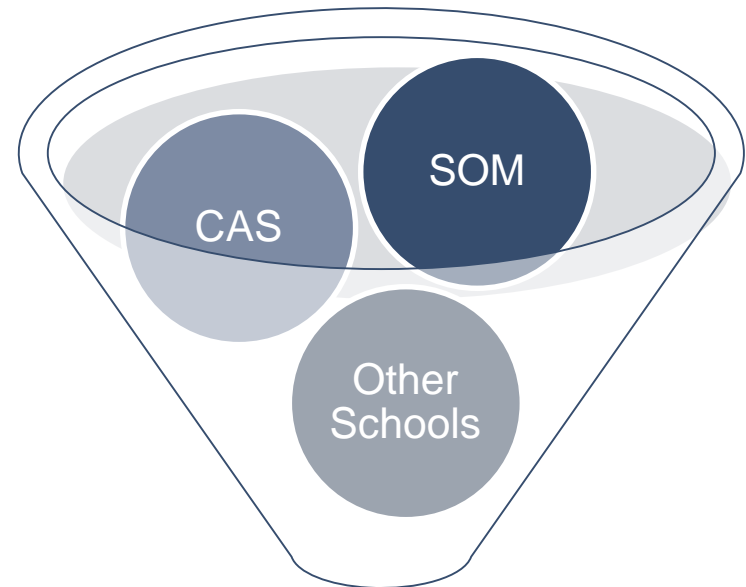
- Do not use a JOT to transfer funds on F&A, State or Grant funds
- Funds transfers (482110/582110) cannot be used with State or F&A funds. Instead, Budget transfers can be used to transfer State or F&A budget between departments
- Funds transfers (482110/582110) cannot be used with grants UNLESS completing a residual transfer

FY21 Budget Process

Budget Process Overview

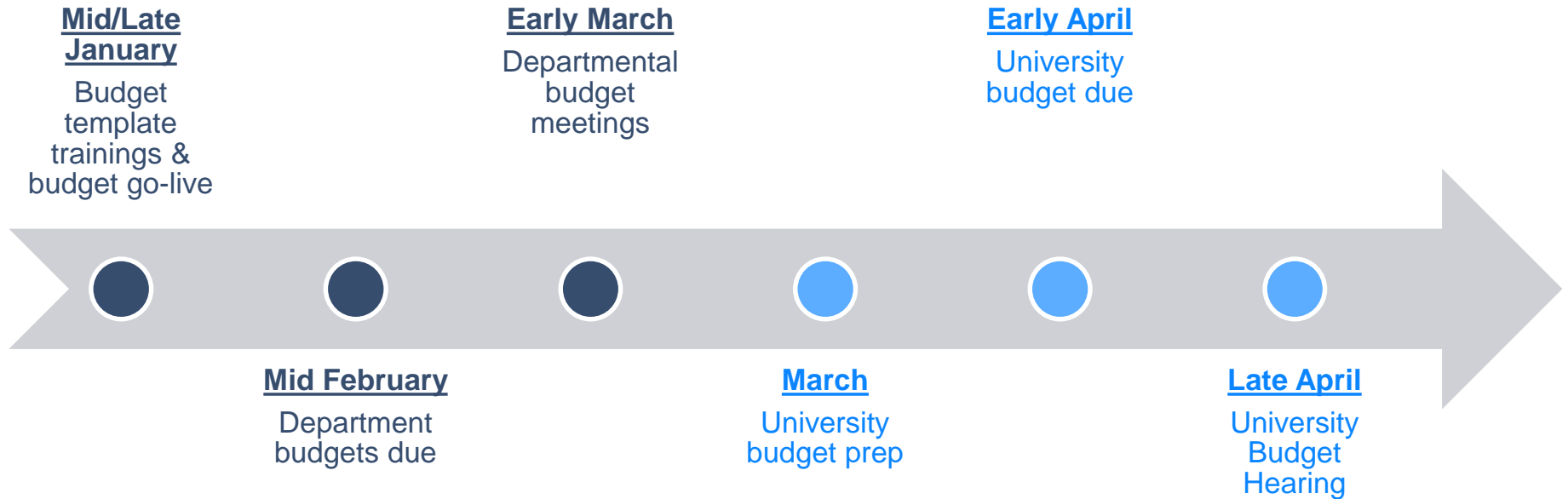
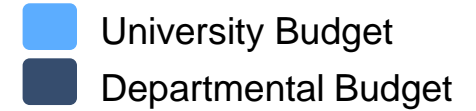


SOM Budget



University Budget

FY21 Budget Timeline



How to Prepare

- Think about assumptions for next year
- Consider how you want to fund the employees in your department
- July 2019– December 2019 actuals will be provided, so cleanup data as needed beforehand

Wrap-up

