

Chair's letter for Research (Tenure/Tenure Track, with a Joint Appointment):

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 - a. Reason for the recommendation letter (appointment or promotion including current rank and the new rank). Include secondary appointments if applicable.
 - b. Proposed effective date
 - c. Reason for the appointment/promotion (research, clinical scholarship or educational scholarship)
 - d. Vote of assembled full professors
 - i. Any negative votes and/or abstentions explained
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- II. Education and employment history
- III. List of individuals/titles who wrote letters of recommendation (for tenure/tenure track letters) and state which ones are independent letters provided by the chair which are independent letters provided by the candidate
- IV. Information regarding the candidate's accomplishments in research (proving a national reputation for tenure/tenure track faculty appointments)
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Place on Dept Letterhead

September 17, 2012

William L. Roper, MD, MPH
Dean, School of Medicine
Vice Chancellor for Medical Affairs
CEO, UNC Health Care System
University of North Carolina at Chapel Hill
CB# 7000, 4030 Bondurant Hall
Carolina Campus

Barbara K. Rimer, Dr.PH, Dean
and Alumni Distinguished Professor
University of North Carolina at Chapel Hill
CB# 7400, 3002 Michael Hooker Research Center
Carolina Campus

Dear Drs. Roper and Rimer:

We are writing to recommend the reappointment of Dr. [REDACTED] as Associate Professor with the conferral of tenure in the Departments of Medicine and Health Behavior and Health Education effective March 1, 2013. Dr. [REDACTED] is a member of the Division of General Medicine. She is being recommended for reappointment with tenure based on excellence in research. In consultation with the Full Professors in the Department of Medicine, 35 voted in favor, 0 against, and 0 abstained. In consultation with the tenured Professors in the Department of Health Behavior and Health Education, 13 voted in favor, 0 against, and 0 abstained. This position and the continuance of Dr. [REDACTED] employment are contingent upon the continued availability of funding from sources other than continuing state budget funds or permanent trust funds. Specifically, Dr. [REDACTED] will be required to generate from patient care revenues and/or research funding sufficient funds to cover her total compensation. We are aware that this packet is being submitted late; however, this late submission is in no way a reflection of our support for this reappointment. The requested materials were not turned in in a timely manner.

Dr. [REDACTED] received her M.D. degree in 1989 from the University of North Carolina at Chapel Hill where she completed her Residency in Internal Medicine. After residency, she went to the University of California, Los Angeles where she completed a research

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- explanation of any negative votes or abstentions)
e. Contingency statement

Education and employment history

fellowship through the Robert Wood Johnson Clinical Scholars Program, followed by a Primary Care Fellowship. Dr. [REDACTED] then returned to UNC-Chapel Hill where she completed a NRSA Fellowship through the Cecil G. Sheps Center for Health Services Research. In 2001, Dr. [REDACTED] was appointed as a Research Assistant Professor in the Departments of Medicine and Health Behavior and Health Education here at UNC-Chapel Hill. In 2009, she switched from a fixed-term track appointment to a tenure track appointment as an Associate Professor in the Departments of Medicine and Health Behavior and Health Education; following the custom of the University, she was granted tenure at the time of this appointment.

List of individuals/titles who wrote letters of recommendation and state which ones are independent letters provided by the chair and which are independent letters provided by the candidate

Dr. [REDACTED] performance is evaluated in the enclosed letters from Dr. William Whitehead, Chair of the Ad Hoc Committee assigned to conduct the review for the Department of Medicine, and from Dr. Michael Pignone, Chief of the Division of General Medicine. Also enclosed are letters from Hayden Bosworth, Ph.D, Professor of Medicine and Psychiatry and Behavioral Sciences, Duke University Medical School; Adina Kalet, M.D., M.P.H., Professor of Medicine and Surgery, Arnold P. Gold Professor of Humanism and Professionalism, New York University School of Medicine; Wishwa N. Kapoor, M.D., M.P.H., Falk Professor of Medicine, Chief, Division of General Internal Medicine, Vice Chair, Department of Medicine, University of Pittsburgh; Richard L. Kravitz, M.D., M.S.P.H., Professor and Co-Vice Chair, University of California, Davis; Timothy S. Carey, M.D., M.P.H., Sarah Graham Kenan Professor of Medicine, Director, Cecil G. Sheps Center for Health Sciences Research, University of North Carolina at Chapel Hill; Russell Harris, M.D., M.P.H., Professor of Medicine, UNC School of Medicine, University of North Carolina at Chapel Hill. Independent letters from Drs. Kalet and Kravitz were requested by Dr. Pignone on behalf of Dr. Runge as Chair letters, and independent letter from Drs. Bosworth and Kapoor are names given to us by the candidate. The additional letters from Drs. Carey and Harris were individuals selected by the candidate as well. All of the letters are highly supportive of Dr. [REDACTED] reappointment as Associate Professor with the conferral of tenure. We would, however, like to address comments made by two reviewers: Dr. Adina Kalet and Dr. Richard Kravitz.


Example of clarifying any possible "red flags" here for all committees

In her letter, Dr. Kalet raises two aspects of Dr. [REDACTED] packet that might, in some contexts, be considered weaknesses, but which she rejects as such. Namely, Dr. Kalet raises the potential perceptions that Dr. [REDACTED] (a) has a relatively low number of first authored publications and (b) that Dr. [REDACTED] does not mention future funding plans. Yet Dr. Kalet herself rejects this conclusion, making a compelling case for Dr. [REDACTED] pioneering efforts in her field, shedding light on the particular challenges of being among the first researchers in a new area. We concur completely with Dr. Kalet's conclusions. Dr. [REDACTED] record of productivity and originality, in our opinion, are quite strong. Moreover, Dr. [REDACTED] deep track record of funding success points to her future fundability. In that vein, we are confident that the resubmission this fall of Dr. [REDACTED] K24 mid-career mentoring award will likely result in success.

For his part, in his letter of recommendation, Dr. Kravitz critiques Dr. [REDACTED] h-index of 24 as being in the top 10% of investigators nationally which he states is "not exceptional

(top 2%)”. However, he did state that “an h-index of 24 at this stage is very strong.” Another weakness addressed by Dr. Kravitz is her role on R01 grants. He states that she “has more often been a co-investigator than a PI”. Of her current active grants, she is Co-PI on an R01 with the National Institute on Drug Abuse and PI on a R01 with the National Institute of Mental Health. She has served as PI on a large number of grants (11 in total) that have ended (several of these have recently ended). Of those 11 grants, five were NIH grants. Dr. [REDACTED] has consistently received between 90-100% external funding during her career and we believe that is exceptional. Dr. Kravitz does acknowledge her regular publications in high impact journals, her very strong extramural support, her wide recognition as being an authority in her field, and her extraordinary service as a mentor which are all important elements that are viewed by this University as deserving of tenure. Dr. Kravitz summarizes his letter by stating that “Dr. [REDACTED] is a highly accomplished clinical investigator who compares very favorably to other associate professors in general internal medicine” and that “she would readily be granted tenure at my institution”.

Information regarding the candidate's accomplishments in research



The focus of Dr. [REDACTED] research is adherence among individuals with chronic illnesses including HIV/AIDS, diabetes, Hepatitis C, and cancer. Specifically, her interests are related to patient adherence to medical recommendations, behavioral recommendations, and involvement in medical decision-making. With regards to medical recommendations, the objective of Dr. [REDACTED] research is to understand patterns of patient adherence, factors that affect adherence, and health effects of poor adherence to medical recommendations. Despite pharmacologic advances to manage chronic health problems, patients often do not take their medications as recommended. This leads to increases in morbidity and mortality, reduces quality of life, and increases health care costs. Through her research Dr. [REDACTED] identified several barriers in medication adherence including negative health beliefs, poor regimen knowledge, regimen complexity and side effects, lack of social support, depression, and substance abuse. A lack of health insurance is also a factor that affects adherence. Dr. [REDACTED] recognized the urgent need for interventions to improve adherence and over the years has conducted randomized controlled trials which have successfully improved medication adherence.

Dr. [REDACTED] research then led her to look at the behavior of individuals living with chronic illnesses, specifically HIV. It was determined that a number of HIV-infected individuals continued to engage in behaviors, mainly unprotected sex, that could transmit the infection to others. The Institute of Medicine issued a report recommending delivery of HIV transmission risk reduction programs in clinical settings for HIV-infected patients. Dr. [REDACTED] took this opportunity to adapt approaches she had previously used in the adherence interventions to develop and test safer sex programs for individuals with HIV. She conducted a series of trials in which she developed and tested different novel clinic-based interventions for safer sex practices which were successful in decreasing participants’ sexual risk behavior.

Another area of interest for Dr. [REDACTED] is patient participation in medical decision making. It has been shown that shared decision making (SDM) between the patient and provider improves patient adherence to treatment. However, the best approach to facilitate SDM

is still uncertain so Dr. [REDACTED] decided to further research this. She began working on several projects related to cancer screening. The first was a community-based and practice-based intervention to enhance decision making of men regarding PSA screening. The results of this study showed an improvement in their knowledge, desire to be involved in the decision, and their intent to be screened. This led to further studies to assist the elderly with their decision to be screened for colon cancer which resulted in an increase in the number of participants who felt knowledgeable and prepared to make an informed decision. Dr. [REDACTED] and other collaborators here at UNC received a P01 Center for Excellence for Cancer Screening Decision Support award for this research.

Dr. [REDACTED] has had a very successful career as an investigator and she has developed a strong national reputation for her research which focuses on an important and critical area. In his letter of recommendation Dr. Wishwa Kapoor refers to Dr. [REDACTED] as being “productive” and as showing “long-term success in a research career”. He goes on to state “The public and health impact of her work is considerable as adherence is one of the central issues in our healthcare system affecting quality of healthcare”.

Information regarding the candidate's publications

Dr. [REDACTED] publication record, for one at her rank, is nothing short of spectacular, providing proof of her work’s reach, relevance, and impact. She has published almost 80 peer-reviewed journal articles in high-impact journals including the *American Journal of Public Health*, *Annals of Internal Medicine*, and the *Journal of General Internal Medicine* as well as disease specific journals including *Aids Behavior*, the *Journal of Acquired Immune Deficiency Syndrome*, and *Sexually Transmitted Diseases*. Her research has resulted in a high number of citations especially her 2002 article published in the *Journal of General Internal Medicine* on factors predicting adherence to HIV antiretroviral therapy which has been cited over 300 times.

Information regarding the candidate's funding

Due to the high caliber of her research, Dr. [REDACTED] has been extremely successful in maintaining an independent research program and obtaining extramural support which is no small accomplishment in these times. Her work is nationally and internationally recognized and she has received sustained support from the National Institutes of Health, the Agency for Healthcare Research and Quality, and the Centers for Diseases Control and Prevention. As previously mentioned, Dr. [REDACTED] is co-PI on a large R01 of an intervention to enhance adherence to HIV medications among prisoners. She is PI on another R01 to analyze the virologic, adherence and clinical outcomes data of HIV infected individuals to describe the full range of adherence behaviors and patterns. [REDACTED] is also co-investigator on a multiple other funded research projects.

Information regarding the candidate's teaching activities
a. Invited presentations, talks, seminars, etc to peers
b. Actual teaching activities to trainees

Dr. [REDACTED] is an active contributor to the teaching mission of both the Departments of Medicine and Health Behavior and Health Education (HBHE). She currently serves as Course Director for HB 715, the Communication and Health-Related Decision Making course through the Department of Health Behavior. This course, which is cross-listed in UNC’s Public Health Leadership Program, has been well-received with large enrollments each year and consistently positive course evaluations. She also serves a Guest Lecturer for a number of other courses in the Departments of Epidemiology and HBHE.

In addition to her classroom teaching, Dr. [REDACTED] has served as a research mentor and advisor to more than 50 individuals including Health Care Prevention and Epidemiology doctoral students, post-doctoral fellows, and junior faculty. For HBHE, Dr. [REDACTED] has served on a total of 8 doctoral committees, one of them as dissertation chair; has served as the thesis advisor for 9 MPH students; and recently she led two different teams of 4 students for a year-long Capstone project. In other, related efforts, she is involved in teaching and mentoring in the K30 program which is a clinical research curriculum that provides courses and career development activities for senior fellows who have finished their clinical training, as well as junior faculty who wish to develop the skills and competencies necessary to become an independently funded investigator in clinical research. She is also a member in the KL2 programs which are designed for junior faculty to advance development in interdisciplinary clinical and translational science.

Dr. [REDACTED] has been invited to give lectures each year both locally and nationally on medication adherence, motivational interviewing, and counseling patients regarding enhancing healthier behaviors. She has also conducted workshops and training sessions in the use of Motivational Interviewing in clinical settings. She has proven herself to be a valued teacher and mentor. In the summary evaluating her teaching activities, Dr. Michael Pignone refers to Dr. [REDACTED] as being an “outstanding teacher and role model for medical and public health students, residents, and physicians at UNC and beyond”

Administrative Appointments

Since 2005, Dr. [REDACTED] has served in an administrative capacity as Director of the Social and Behavioral Sciences Research Core of the UNC Center for AIDS Research. In this role, she provides an infrastructure for collaborative multi-disciplinary HIV research between biomedical, clinical, and social scientists to reduce HIV spread. Under her leadership, the core has expanded in size and scope with the initiation of a number of new core-delivered activities and services including an online database of survey tools, an online faculty networking directory, intervention workshops, survey design, adherence measurement and audio computer-assisted self-interview programming.

Professional Service Activities

Dr. [REDACTED] is also quite active in professional service activities here at UNC as well as nationally. She is currently a member of the External Advisory Board for the Center for AIDS Research at the University of Alabama, member of the HIV Prevention Trials Network Study Monitoring Committee, member of the Expert Panel of the Family Planning Counseling Aid Project for RTI International, a member of the Domestic Prevention Women’s Group for the HIV Prevention Trials Network, and a member of the Prison Working Group/Criminal Justice Workgroup. At UNC, she is a member of the Risk Communication Workgroup as well as the Publications and Dissemination Committee for the Prevention for Positives Project (which has been designated a Special Project of National Significance by HRSA). Dr. [REDACTED] is also affiliated with a number of professional organizations including the American Public Health Association, the Society for General Internal Medicine, and the International Association of Physician in AIDS Care. She also serves as a reviewer for a variety of journals including *JAMA*, *Annals of Internal Medicine*, and the *Journal of General Internal Medicine*.

Conclusion

In closing, Dr. [REDACTED] is a major contributor to the Departments of Medicine and Health Behavior and Health Education and the Division of General Medicine, working in areas that are critical to the success of the Division and the Departments. She is deserving of reappointment as Associate Professor of Medicine with the conferral of tenure based on her excellent contributions as a researcher and teacher as well as her local, national, and international recognition for her expertise in patient adherence. Dr. [REDACTED] is a talented teacher who is sought after on the UNC campus as well as nationally and internationally. Dr. Adina Kalet states in her letter of recommendation, "I do strongly recommend her for this rank with tenure. Her work- considered as translational science- is of great importance and is highly creative. Her training is rigorous, deep and broad, and her commitment to and success at mentoring others is of special note." Dr. Wishwa Kapoor states "I believe she has excelled in research and scholarship in her focused area of research. I support her reappointment with conferral of tenure." Dr. Timothy Carey states "I'm delighted to see Carol's work recognized through this reappointment and expression of university confidence in her and her work. She is a great resource for UNC-CH and reappointing her with tenure will help both the Department of Medicine and Health Behavior and Health Education."

We most enthusiastically support the reappointment of Dr. [REDACTED] to Associate Professor with Tenure in the Departments of Medicine and Health Behavior and Health Education and hope that you will approve our recommendation.

Sincerely,

Signature lines for all chairs and deans (when a joint appointment)

Marschall S. Runge, M.D., Ph.D.
Professor and Chair
Department of Medicine
UNC School of Medicine
Health

Jo Anne L. Earp, ScD
Professor and Chair
Department of Health Behavior
UNC Gillings School of Global Public

Signature line for Dean (signed by SOM HR)

APPROVED: _____
William L. Roper, M.D., MPH, Dean of the School of Medicine
Vice Chancellor for Medical Affairs and CEO, UNC Health Care System

Signature line for Dean of other school, with signature

APPROVED: _____
Barbara K. Rimer, DrPH, Dean and Alumni Distinguished Professor
UNC Gillings School of Global Public Health