



# Dean's Advisory Committee Meeting

June 22, 2021

# Welcome

Cristy Page, MD, MPH  
Executive Dean

Dr. Cristy Page asked the committee to approve the March 2021 DAC minutes. The motion was approved.

Dr. Page provided an update on Working Forward, with the anticipated start of the transition for September 7, aligned with UNC Health. (Note: This date has since been pushed back and a 60-day window will be provided for the new selected date) Karlina Matthews can provide additional information if there are questions.

The WES Survey will be new for most of our SOM, so Dr. Page encourage our leaders to promote participation in their units. The survey will offer meaningful feedback on our engagement that we will use to make strategic improvements. Please contact Karlina Matthews if you have questions.

Dr. Melina Kibbe was announced as the new Dean of the University of Virginia School of Medicine. She was congratulated and we are honored to be part of her leadership journey. Planning has started on the department transition.

Dr. Damania announced that Dr. Jean Cook is stepping down as Associate Dean for Graduate Education on July 31. She thanked her for her incredible service to our graduate education program. She was instrumental in promoting the national profile of our graduate program. Dr. Donita Robinson will assume the role effective August 1.

# Agenda



|  |             |
|--|-------------|
| Cristy Page, MD, MPH   | 3:30 – 3:50 |
| Welcome  |             |
| Approval of March 2021 Minutes   |             |
| Organizational Updates   |             |
| Kim Boggess, MD  | 3:50 – 3:55 |
| Post-Tenure Review Committee Report Out  |             |
| Kim Boggess, MD; Cam Enarson, MD, MBA  | 3:55 – 4:00 |
| APT Guideline Edits/Revised Faculty Appointment Policy   |             |
| Cam Enarson, MD, MBA   | 4:00 – 4:10 |
| Proposed Changes to SOM Constitution and Bylaws  |             |
| LCME Update/Academic Year 2021-22 Work Plan  |             |
| Cristy Page MD, MPH; Steve Burriss, MBA; Samantha Meltzer-Brody, MD, MPH;<br>Stephanie Davis MD; Blossom Damania, PhD; Karlina Matthews, MBA; Lisa<br>Schiller | 4:10 – 4:40 |
| One UNC Health   |             |
| Shakira Henderson, PhD   | 4:40 – 4:50 |
| Aligning Clinical Research   |             |
| Cristy Page, MD, MPH   |             |
| Closing Remarks  | 4:50 – 5:00 |

# Approval of Minutes



## Working Forward



- SOM transition begins on September 7<sup>th</sup> (SHRA and EHRA NF)
- 55% of department meetings have been completed. Co-workers will receive notices in June and July designating their workforce type.
- Return to work schedule may vary by role and department

- Reminder: this is the first time many SOM employees will be completing the WES survey. Completion time approximately 15 minutes.
- Current participation rates:
  - Overall: 67%
  - SOM: 37%
- Open through June 29
- If you have not completed the survey yet, please do so this week, and, encourage your teams to participate.

# Congratulations



Melina Kibbe, MD  
named  
Dean of the University of  
Virginia School of Medicine  
and  
Chief Health Affairs Officer  
for UVA Health

# Thank you



Jean Cook, PhD  
Associate Dean for Graduate Education



# Post-Tenure Review Committee Report Out

Kim Boggess, MD  
Senior Associate Dean for Faculty Affairs

Dr. Boggess reviewed the composition and process of the Post-Tenure Review Committee. She congratulated Dr. Paola Alvarez Gehrig and Dr. Karen Mohlke for recently being elected to the committee.

The committee reports review of 53 faculty; 52 were meeting or exceeding expectations, and one required a development plan.

# Post-Tenure Review Process Administrators



**Lauren Westervelt, MPH**

Director  
Office of Faculty Affairs and Leadership Development



**Morgan Resnick-Kahle, MAEd**

Assistant Director  
Office of Faculty Affairs and Leadership Development



**Trish Dant, PhD**

Associate Director  
Office of Research

# Post-Tenure Review Committee



- **Composition: Voting Members**

- (1) tenured Full Professor from each basic and clinical science department with more than five tenured Full Professor faculty members
- (2) elected tenured Full Professors who have successfully undergone tenure review in the past two academic years\*
- ex officio non-voting member: representative from the Office of Faculty Affairs and Leadership Development

\*Congratulations to Paola Alvarez Gehrig (Obstetrics and Gynecology) and Karen Mohlke (Genetics) on being elected to the Post-Tenure Review Committee!

# Post-Tenure Review Committee



- **PTR includes review the following:**
  - Associate Professors not undergoing a full department review
  - Full Professors
  - Biomedical Engineering faculty in conjunction with North Carolina State University
- **PTR recommendations go to the:**
  - Reviewed faculty member
  - Chair of the department in which the faculty member is primarily appointed
  - Office of the Dean
  - Office of the Provost



## 2020 - 2021 Year in Review



### 53 faculty reviewed

- 8 Associate Professors
- 44 Full Professors
- 1 Biomedical Engineering faculty

### Recommendations

- 32 Exceeding Expectations
- 20 Meeting Expectations
- 1 Not Meeting Expectations



# Contact Us

[ptr@med.unc.edu](mailto:ptr@med.unc.edu)



# **APT Guidelines Edits**

## **Revised Faculty Appointment Policy**

Kim Boggess, MD  
Cam Enarson, MD, MBA

Drs. Boggess and Enarson provided an update on the changes to the SOM APT Guidelines that had been made since the May 2021 revision and reviewed the proposed revision to the faculty appointment policy which had been approved December 2019.

Motions to endorse the revisions to the SOM APT Guidelines and the SOM Faculty Appointment Policy were approved unanimously by the committee. The revised SOM APT Guidelines are effective July 1.

# APT Guideline Updates



## May 2021 revisions –endorsement requested

- Clarified:
  - Connection between DEI effort and successful promotion/tenure
  - Department mentorship responsibilities
  - Search waiver details
  - 'Meet-the-mark' criteria for tenure/tenure track (expected scholarship)
  - Scholarship description for fixed term faculty (min. of 5 peer-reviewed/invited scholarly works)
- Added:
  - Max of **6** official letters of reference (tenure track/tenure only)
  - Adjunct faculty appointments **may include individuals at UNC regional campuses, at affiliated hospitals, other health care facilities, or in private practice**
  - Initial rank for adjunct faculty appointment recommended by the Chair
  - Section on professionalism
  - Track change requests information
- Further edits for clarity/consistency



# APT Guideline Updates



- Revised guidelines go in effect on **July 1, 2021**
  - Dossiers submitted to SOM APT/FT Committees after July 1 will be reviewed using new criteria
- Resources being revised:
  - Chair letter template and checklist
  - Reference letter solicitation template
  - Cheat sheets, and more
- Launching online “toolkit” with various HR/APT resources for faculty; will be accessible via FALD website  
[med.unc.edu/facultyaffairs/career-navigation](https://med.unc.edu/facultyaffairs/career-navigation)

# SOM Faculty Appointment Policy Revision



## Adjunct Faculty

- *Current:* Adjunct Faculty are appointed on the recommendation of the Chair of the Department and approval by the Dean or Dean's designee. Criteria for promotion to each rank should be used to determine rank at the time of appointment.
- *Proposed:* Adjunct faculty are appointed on the recommendation of the Chair and approval of the Dean or Dean's designee. **Initial rank shall be based on the recommendation of the Chair and approval of the Dean or Dean's Designee.**

# Questions?



## Requested Action



- Endorse the revisions to the SOM APT Guidelines and the revision to the SOM Faculty Appointment Policy

# Proposed Changes to SOM Constitution and Bylaws

## LCME Update/Academic Year 2021-22 Work Plan

Cam Enarson, MD  
LCME Faculty Accreditation Lead

Dr. Enarson reviewed proposed changes to the SOM Constitution and Bylaws. He also reviewed the process to make these changes, which will be by vote of the faculty.

A motion for the use of electronic ballot to secure the faculty vote on these proposed changes was approved unanimously by the committee.

Dr. Enarson provided an update on the LCME Site Visit.

Ms. Brooke Spratte, the Chair of the Student Committee on Accreditation, provided an update on the work of the student committee.

A motion to approve the LCME Work Plan for AY2020-21 was unanimously approved by the committee.

# Constitution



## Article I

### Faculty of the School of Medicine

**Membership:** The Faculty of the School of Medicine shall consist of all members of the staff of the School of Medicine who hold the academic rank of Instructor or above.

### Faculty Functions

#### Current:

**Voting:** All full-time salaried members (tenure track and fixed term) of the Faculty of the School of Medicine who hold academic appointments of Assistant Professor or above shall be eligible to vote on faculty business in the School of Medicine. Other members of the Faculty may become eligible to vote, if so recommended by their respective Department Chair and approved by the Advisory Committee of the School of Medicine and the Dean.

#### Proposed:

**Voting:** All members of the Faculty of the School of Medicine who hold the academic rank of Instructor or above (tenure track or fixed term) shall be eligible to vote on faculty business in the School of Medicine. Adjunct faculty may participate in, and vote on, matters within the standing committees of the School of Medicine as noted below.

# Constitution

- Article III
- Departments of the School of Medicine
- Current:
- Organization: The Departments of the School of Medicine shall be the Departments of **Allied Health Sciences**, Anesthesiology, Biochemistry and Biophysics, Biomedical Engineering, Cell Biology and Physiology, Dermatology, Emergency Medicine, Family Medicine, Genetics, Medicine, Microbiology and Immunology, Neurology, Neurosurgery, Nutrition, Obstetrics and Gynecology, Ophthalmology, Orthopaedics, Otolaryngology/Head and Neck Surgery, Pathology and Laboratory Medicine, Pediatrics, Pharmacology, Physical Medicine and Rehabilitation, Psychiatry, Radiation Oncology, Radiology, Social Medicine, Surgery, and Urology.
- Proposed: Change Allied Health Sciences to Health Sciences

## 1. Article II Faculty Committees

Membership: All members of the Faculty of the School of Medicine are eligible for appointment to Committees. **Adjunct faculty are eligible for appointment to Committees as noted within the membership of Committees below.**

### 2. Replacement of “he/she” language with “they”

3. Update standing committee membership for all nine standing committees of the SOM to reflect current titles and committee operations: all nine standing committees of the SOM -the Advisory Committee of the School of Medicine, the Nominating Committee, the Admissions Committee\*, the Education Committee\*, the Student Progress Committee, the Committee to Review Appointments and Promotions to Associate Professor, the Committee to Review Appointments and Promotions to Full Professor, the Committee to Review Promotions of Fixed Term Faculty, and the Post-Tenure Review Committee

### 3. Removal of full-time (1.0 FTE) requirement for membership on the three SOM APT Committees-remains track and rank based

4. Removal of requirement for the Committee to Review Promotions of Fixed Term Faculty that “At least half of the members will also be fixed term faculty in order to assure balanced representation.”



## Next Steps

- Announcement of the proposed revisions to the Constitution and Bylaws via e-mail from Dr. Burks and Dr. Page to the Faculty of the SOM
- The proposed amendment shall be acted no sooner than thirty days after the “announcement” e-mail
- Approval requires affirmative votes by two thirds of those voting for changes to the Constitution and affirmative votes by a majority of those voting for changes to the bylaws
- Vote - requesting approval to use electronic ballot –need action by DAC

# LCME Update



# Student Committee on Accreditation



To support the accreditation committee in meeting needs identified by LCME in addition to forecasting and addressing potential future requirements.

- Interface monthly with accreditation committee (Cam Enarson, Anna Brown)
- Act as student voice to provide feedback on committee efforts (e.g., survey questions, new student study rooms)
- Serve as liaison between student government and committee



**Chair/MS4 Rep:** Brooke Spratte



**MS3 Rep:** Amir Feinberg



**MS1-2 Rep:** Taruni Santanam

- Questions?



# One UNC Health

Cristy Page MD, MPH; Steve Burris, MBA; Samantha Meltzer-Brody, MD, MPH;  
Stephanie Davis, MD; Blossom Damania, PhD; Karlina Matthews, MBA; Lisa  
Schiller

Multiple SOM and UNC Health leaders presented an update regarding the next phase of “One UNC Health” for review and input.

# Aligning Clinical Research

Shakira Henderson, PhD

Vice President, Research Officer &  
Clinical Research Integration Officer

Dr. Shakira Henderson introduced herself to the DAC; reviewed the multiple entities overseeing research at UNC-CH, the SOM, and UNC Health; summarized her gaps assessment; and presented her vision for a system-wide research strategy encompassing translational, basic, and clinical research across UNC SOM and UNC Health.

She looks forward to working together to advance our research mission and developing a strategy to optimize our research efforts.



## Introduction



- Shakira Henderson PhD, DNP, MS, MPH, RNC-NIC, IBCLC  
VP Research Officer, UNC Health  
Clinical Research Integration Officer, UNC School of Medicine
- To develop a system-wide research strategy encompassing translational, basic and clinical research, aligned to “One UNC” system goals.
- To further develop One UNC Health as a learning health system, where institutional data and experience are systematically integrated with external evidence in order to provide patients with higher quality, safer, more efficient care, and to provide co-workers a better place to work.

ONE  
GREAT  
TEAM

CAROLINA  
CARE

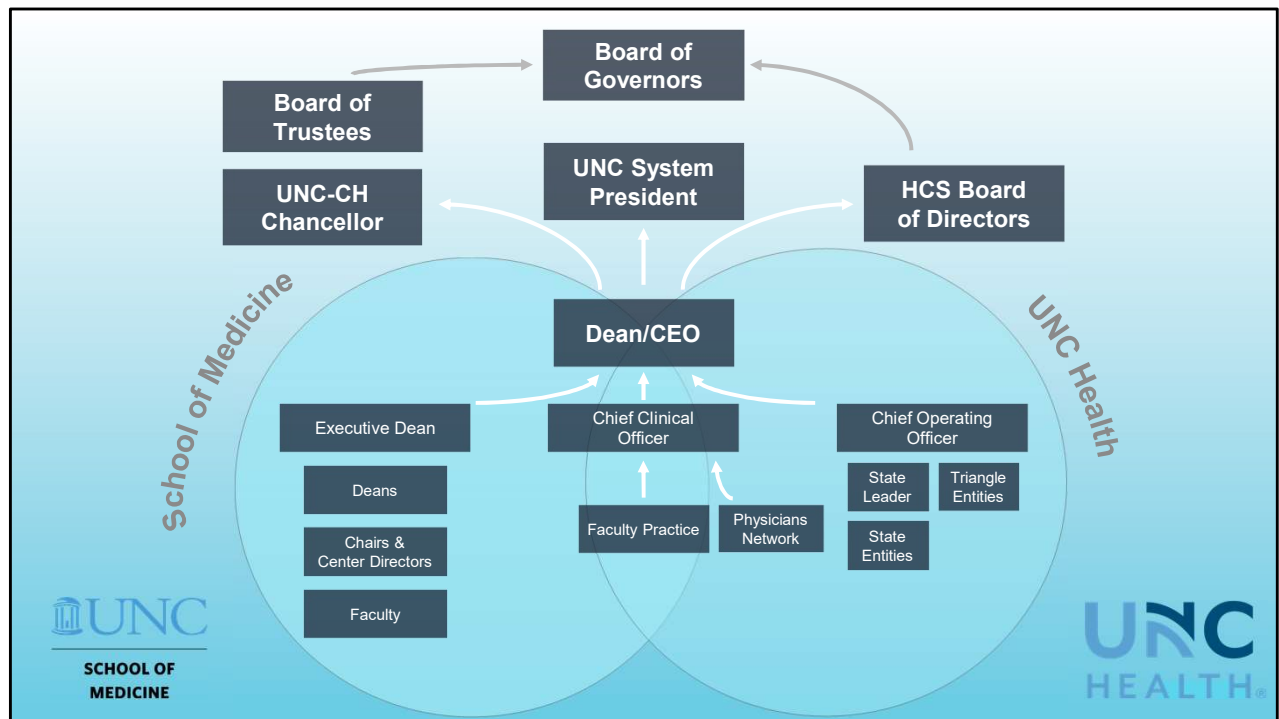
LEADING  
THE WAY

IT STARTS  
WITH ME

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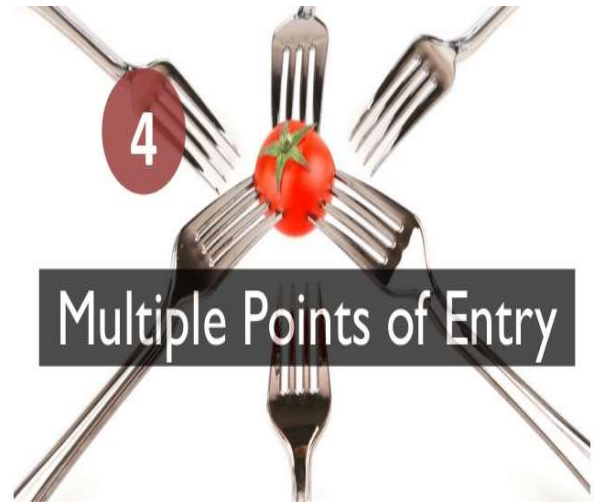




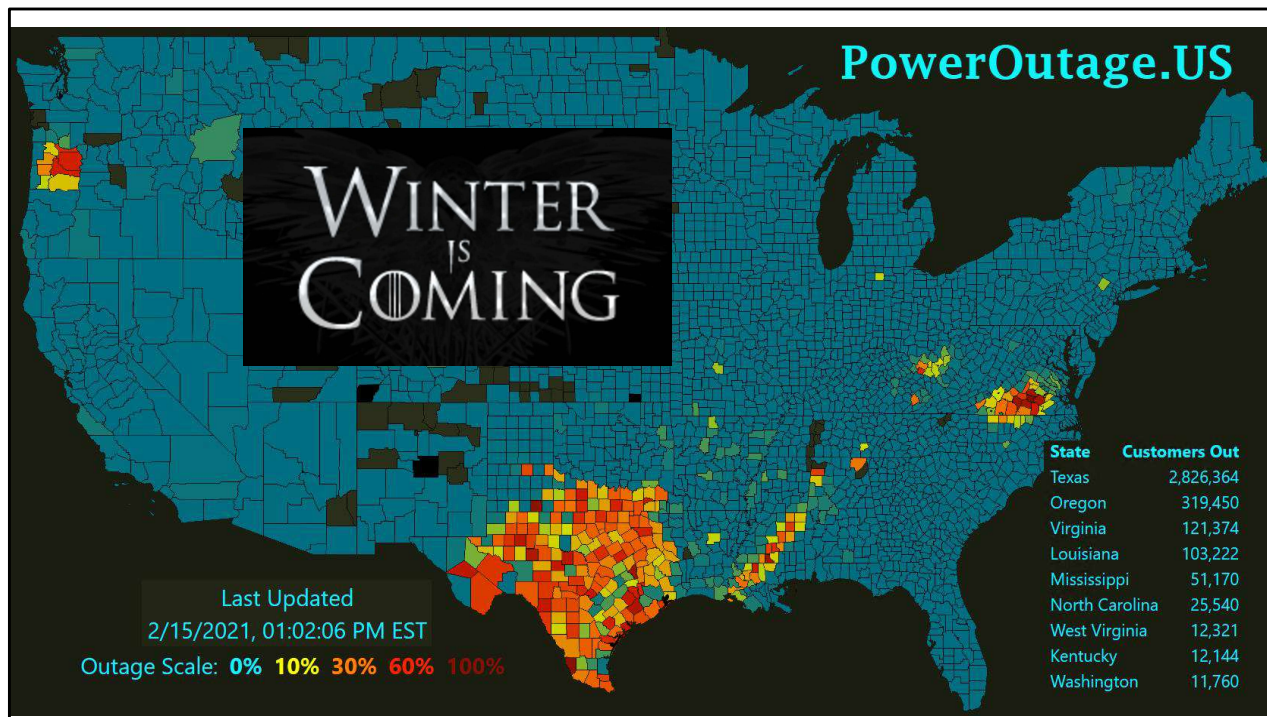


## BACKGROUND

- **Engaging with UNC Health:**
  - University
  - SOM Departments
  - Office of the Vice-Chancellor for Research (OVCR)
  - NCTraCS
  - The Office of Research Support and Compliance (ORSC)
  - SOM Clinical Research Support Office (CRSO)







## ASSESSMENT: GAPS ACROSS ONE UNC HEALTH

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- **Compliance Vulnerabilities**
  - Research billing; Legal contracting; Pricing; Use of HCS personnel and space; IRB procedures; IT integration; Equipment integration; EPIC integration; Branding; Conflict of Interest; Incompatible procedures and policies among the HCS, SOM, and the Office of the Vice-Chancellor for Research (OVCR); Scope creep; Institutional approval.
- **Tracking Deficiencies**
  - Validated financial data (ROI); # of Research patients by type; # of Clinical studies by type; # of Coordinators by type; Clinical impact; Reputational impact; Geographic distribution of research patients.
- **Access and Expansion of Clinical Research System-wide Limitations**
  - Multiple FWAs; Centralized communication portals for internal and external researchers; Centralized research governance; Credentialling; Research business models; Multiple HCS research personnel in silos; Coordinator availability; Partnership facilitation; Systemwide clinical trial space; Research model changes in OVCR.

## RECOMMENDATIONS: MOVING FORWARD TOGETHER

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### ***Vision***

Research as an integrated component of  
clinical care



# A VISION WITHOUT A STRATEGY REMAINS AN ILLUSION

LEE BOLMAN

PICTUREQUOTES.COM



PICTUREQUOTES

UNC Health



## UNC Health Governance Structure



UNC Health

## RECOMMENDATIONS: MOVING FORWARD TOGETHER

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Year 1

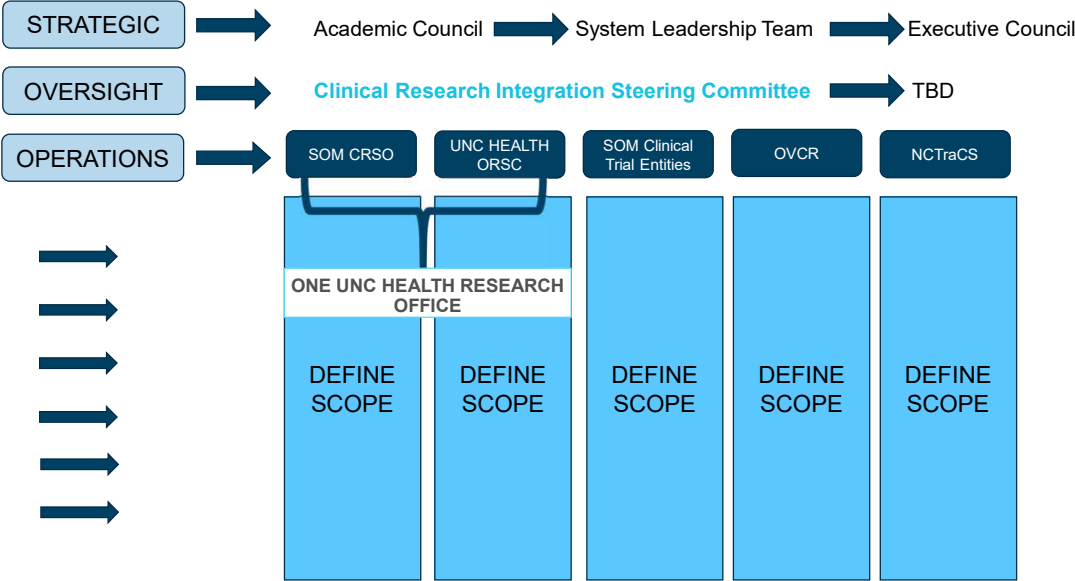
### *Building the Bridge to One UNC*

- **Create a One UNC Culture of Inquiry**
  - ❖ Unified Culture
- **Implement centralized “One Touch” One UNC Health Research Office**
  - ❖ Unified Operating Model
- **Implement One UNC Health Clinical Research Governance**
  - ❖ Unified Strategy



By Frits Ahlfeldt

ONE UNC CLINICAL RESEARCH GOVERNANCE



## RECOMMENDATIONS: MOVING FORWARD TOGETHER

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### *Year 2*

- *Strategy in Action*
  - **Develop One UNC System Research Strategy**
    - Investment: TBD

### *Year 3*

- *Optimization*
  - **Commercial partnerships**
  - **Initiatives: Learning System; Academic Research Organization etc.**
    - Investment: TBD



"WHILE DOING THE RESEARCH, KEEP IN MIND THERE ARE ONLY TWO KINDS OF FACTS... THOSE THAT SUPPORT MY POSITION... AND INCONCLUSIVE."



# Closing Remarks

Cristy Page, MD, MPH