

ANNUAL REPORT
OFFICE OF ACADEMIC AFFAIRS

University of New Mexico, School of Medicine

July 1, 2012-June 30, 2013

Submitted by Bronwyn Wilson, M.D., Senior Associate Dean for Academic Affairs

SIGNIFICANT ACCOMPLISHMENTS

- Bronwyn Wilson M.D. MPH, MS Ed., was named Senior Associate Dean for Academic Affairs in July 2012. The Office of Academic Affairs revised their mission statement.
- The Office of Academic Affairs (OAA) staff redesigned the Academic Affairs website from 2012-2013. Jessica Ahiyite was the steward who managed the development of the new webpage. The site was created with two separate webpages one for the department administrators and the other for faculty. An online registration system was developed for all faculty and staff to register for trainings. In addition, a recognition page was developed to recognize all faculty accomplishments. The website received rave reviews from the Departments and went live April of 2013.
- The OAA organized a School of Medicine Ad Hoc Committee to devise the SOM policy on the Promotion of Lecturers. The committee recommendations were approved by the Committee of Chairs in April, 2013, and there is a new process in place for the first year of such promotions.
- The first Health Sciences Center New Faculty Orientation was planned and executed in July, 2013. New faculty from the School of Medicine (SOM), College of Pharmacy (COP) and College of Nursing (CON) attended. Presentations were done by faculty from all three colleges, and evaluations were very positive. Highlights included presentations on the Affordable Care Act by Dean Nancy Ridenour (CON), developing a panel of mentors by Dean Lynda Welage (COP), and a new session on Inter-professional Education (IPE) and Collaborative practice by the HSC IPE team
- Tassy Parker, Ph.D., Assistant Dean for Academic Affairs developed and implemented a Community Engaged Scholarship (CES) Action Plan for recognition and reward of CES in faculty development, and developed a guide for scholars working in this area. She meets with faculty who are interested in pursuing a CES-focused career.
- Dr. Parker was selected for the ELAM Fellowship Program for 2013-2014. This has become a highly competitive program with just under 50% of applicants being accepted. The current class consists of 52 fellows from 48 institutions. Dr. Parker's ELAM project will focus on faculty retention.

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INTRODUCTION

The Office of Academic Affairs in the School of Medicine (SOM) is the administrative component of the SOM that manages all matters pertaining to faculty employment. The responsibilities of the office include faculty retention, recruitment, development of faculty policies, orientation, letters of offer, equity, contracts, payroll, benefits, retirement, resignations, and enrollment in University Medical Group, tenure and promotion as well as other aspects of faculty development, grievances, legal issues and dispute resolution.

At the end of FY 2013, there were 1038 faculty members in the database of which:

Sixty-three (63) are basic scientists, 964 are clinicians and 11 are librarians.

Fourteen (14) faculty members retired, 93 resigned and 165 were hired in the fiscal year.

SIGNIFICANT DEVELOPMENTS

Academic Process

The OAA redesigned the Academic Affairs website to better serve the needs of our departments and faculty. Faculty are able to locate all material pertinent to their career development. An online registration system was developed for all faculty and staff to register for trainings. A calendar was also established with all OAA events and deadlines. In addition, a recognition page was developed to recognize all faculty awards and to display the promotion posters. Forms are interactive and links are available for all policies. OAA also formed focus groups to ensure the Departments and faculty needs were met.

Drs. Wilson and Parker led the Promotion and Tenure process for the UNM School of Medicine, with 55 promoted or tenured faculty. Dr. Wilson continues to serve as a resource about the promotion and tenure process and gave four talks to different departments on this topic, as well as meeting with individual faculty about promotion or dossier concerns. Dr. Parker presents on Community Engaged Scholarship (CES) and CES opportunities on a regular basis during the QuickStart

faculty orientations. She also brought her expertise on CES to the 2012 and 2013 Promotion and Tenure Committees to inform them on how to evaluate a dossier with a research focus in this area.

Senior level staff continues to partner with the Preceptor on streamlining the process for all Volunteer Faculty hires and terminations. The Preceptor office is now part of the QuickStart Orientation to recruit new faculty preceptors.

OAA staff developed the Parental leave training and continues to provide trainings for Department Administrators on Dossier Training, Faculty Track and Rank, Provisional CE, Volunteer and LAT and Faculty Leave. The OAA staff conducted 5 trainings through the fiscal year.

The Office of Academic Affairs continues to work with the Faculty Hiring and Contract Office on the Position Review Committee for new hires to ensure availability of funding and commitment by other departments. This also includes the review of faculty salaries for all new hires and existing faculty to ensure equity within the departments. Senior level staff meets with OEO and Faculty Hiring Contracts twice a month to discuss new changes with UNMJobs, Banner 8 upgrades and the faculty hiring process.

The Office of Academic Affairs reviewed faculty salaries for all new hires and existing faculty during contract revisions to ensure equity within the departments.

Letters of offer require departments to provide information on NM license eligibility, CV's, non-competes, part-time waivers as well as equity grids and justifications to assure equity is being addressed with all new hires. All Visiting Extensions, non-compete waivers, part-time waivers and sole source hires are also reviewed and approved by OAA. Letters of offer continue to be updated on the website.

Continued to improve and developed SOP's for leaves, promotion and tenure, sabbatical, annual leave, extended sick leave, paternity leave, FMLA, LWOP, leave from assigned duties and separation guidelines. OAA staff conduct informational sessions for all department administrators to ensure uniform application and understanding of changes in existing or new SOPs.

Talent Management

Faculty development workshops continued with 10 individual workshops including QuickStart (4) new faculty orientation (76) and the Dossier Preparation Workshop (41). The Dossier Workshop was also made available live via media

stream for two sessions to allow faculty to participate from a remote location. Dr. Wilson also met with several individual faculty members who had specific questions about their dossiers.

UNM is one of 23 schools of medicine participating in the 2009-2011 AAMC's Faculty Forward program to address faculty satisfaction and implications for retention. The SOM faculty participated in the repeat survey, and in general the findings were similar to those of the 2009 survey. Dr. Wilson continues to work on the Faculty Forward project with Dr. Leslie Morrison, Health Science Center Vice Chancellor for Academic Affairs and attended the special planning sessions at the national AAMC meeting.

Dr. Wilson serves on the UNM SOM Professionalism Improvement Committee. She has participated in mediation sessions for faculty conflict resolution at both the individual and group level.

Dr. Wilson was invited to serve on the UNM Deans' Committee on Promoting Teaching Effectiveness. She also participates on the SOM Educational Deans' Committee as an expert on faculty development. She works closely with the Teaching and Educational Development office to plan for longitudinal professional development for junior faculty including a new certificate program to document mastery in specific educational areas.

The OAA Director joined the Diversity Mavens Committee, which includes department administrators and faculty whose mission is to encourage, support and promote diversity, equity and inclusion at the HSC SOM through the hiring, promotion, and retention of valued staff. The DMC collaborates broadly across UNM to achieve their mission and is housed within the administrative structure of the HSC Office of Diversity.

The Director served as the search coordinator for the HSC Associate Vice Chancellor for Diversity, Chair of Psychiatry and Chair of Pathology searches. The office also conducted the following internal competitive searches Associate Dean of Students, BSGP Director, Associate Dean for Continuing Medical Education and HSC Director for Leadership and Mentorship.

Developed promotion posters for 55 faculty members and presented them throughout UNM Hospital and BMSB. The posters contained photographs and Chair letter quotes.

The OAA revised and managed the Regents Professorship Awards to define the criteria and expand the nomination process. Three Professorships were awarded for the 2013-2015 term.

Reporting and Accountability

Dr. Parker has conducted many of the exit interviews with faculty over this past year and developed a report of the findings that was submitted to the EVD. Excerpts from the report were provided to the HSC BOD on two occasions in response to their requests about faculty retention. She also reviewed and summarized around 30 third year and mid-probationary reviews this spring. She is active in improving staff procedures to enhance achievement of our goals and the professional development of our staff.

Senior level staff continue to serve on the implementation work teams for Banner to include: Electronic Personnel Action Form, Payroll Audit Guidelines, Position Management, General Person Council, One Source, Banner upgrade testing, Employment Area Leads, Faculty Employment Area Team Meetings, Employment Data Center, and AAP Compliance Reporting.

OAA continues to sponsor the Office of Federal Contracts and Compliance semi-annual meeting.

GOALS FOR THE UPCOMING YEAR

1. Refine the new interactive and user-friendly website

1. Enhance customer service to faculty and staff
2. Work with the new Web Designer at the SOM

2. Leverage our resources through collaborations with our partners:

1. HSC Office of Academic and Student Affairs
 1. Explore overlapping missions, projects
2. HSC Office of Diversity
 1. Support SOM Faculty of Color
 2. Mentoring Initiatives
 3. Leadership Training
3. SOM Dean's Office
 1. Continue and enhance hallway collaborations
 2. Faculty Activity Database improvements
4. Institute for Indigenous Knowledge and Development
 1. Community Engaged Scholarship initiatives
5. SOM Office of Education
 1. Faculty Development in Education
 2. Expand capacity for teaching new modalities
6. HSC Office of Professionalism
 1. Professionalism Improvement Committee
 2. Mediation & Conflict Negotiation partnerships
 3. Workplace Civility

3. Enhance Faculty Retention

1. Use the "Faculty Forward" data and "Exit Interview" information to inform leadership about retention issues
2. Survey Junior Faculty 1-2 years after QuickStart Orientation to see what their perceptions and needs are at that point of their career
3. Review results of the Clinician Educator survey on mentoring and plan programs based on this data

4. Maintain the core functions of monitoring & evaluation of services for faculty

1. Deliver high quality support to the departments to improve the process of faculty searches.
2. Continue to conduct Departmental Reviews, plan for two departments in 2012-2013. Ongoing

3. Provide additional trainings on Volunteer faculty and LAT appointments as well as provisional reviews to Department Administrators.
4. Provide high quality and a wide range of workshops in order to facilitate retention of faculty and increase diversity. Make Unconscious Bias exercise available, this is done during QuickStart Orientation.
5. Revise and improve QuickStart faculty orientation. Develop and expand highly effective programs for faculty development and mentoring (achieve national recognition) Goal for 2010 to present Mentorship workshop and to report on our work nationally in 2011 or 2012. ongoing
6. Evaluate current Mentorship programs at the SOM, identify gaps and design a Mentor training and assessment program to be sponsored by the Office of Academic Affairs.
7. Support diversity initiatives for faculty
 1. Community and SOM resources which address diversity will be incorporated more formally within the search process for all faculty hires; they will be given the opportunity to meet with minority organizations/faculty during the interview process. The ELAM network will be utilized to expand the search pool for high level searches. Ongoing.
 2. Work with GME to develop a plan to enhance and recruit UNM SOM and GME graduates as practitioners within New Mexico and as faculty members within the SOM. Ongoing

5. Develop a plan to identify, build skills, and create roles for Emerging Leadership

1. Support attendance of URM and women faculty to AAMC Minority, Early Career and Mid-Career seminars. Ongoing
2. Identify and inform URM and women faculty about the AAMC workshops Groups where URM and women would be expected to develop networking relationships with faculty at other Schools leading to participation on national committees. Ongoing
3. Minority faculty members will be invited to various in-house faculty development leadership skill building workshops in order to address retention of faculty from URM populations. Ongoing

6. Enhance faculty career development and success through strengthening the relationship between performance and reward

1. Continue meeting with faculty recruits during interviews to review FIBCI and Faculty track/rank opportunities at UNM.
-Continue including FIBCI, Faculty track/rank for all QuickStart.

2. Work with leadership (division chiefs and chairs) to increase the utilization of the FIBCI process and performance planning to enhance faculty satisfaction.
3. Encourage review and revision of departmental FIBCI plans to meet the changing needs of faculty through discussion with all chairs and divisions with FIBCI plans.
4. All promoted faculty and those who attained Tenure will have posters with selected chair's letter quotes and photos presented in various high impact locations around the time of the Promotion and Tenure ceremony to expand our celebration of this important process. Ongoing
5. Include presentation of the new Gold Headed Cane award at the 2012 Promotions ceremony. ongoing
6. Ensure new faculty on the clinician educator track meet the requirements for promotion, Academic Affairs ensures their educational effort is at least 10-20% in all letters of offer. Ongoing
7. All QuickStart participants will have photos taken and posted on our website to introduce them to our faculty. (started Spring 2009). Ongoing

**7. Enhance relationship between Academic Affairs and Legal Counsel –
2010. Continued**

1. Continue liaison between Clinical Affairs, Academic Affairs, and Legal
2. Continue participation in faculty conflict resolution, legal cases
3. Legal update for Chairs and administrators quarterly 3(first presentation “post-mortem of faculty separations/recommendations

8. Implement strategies to fully execute the “One Faculty” concept among the SOM faculty.

1. Dr. Wilson to assume membership in the VA subcommittee with regular meetings with VAMC and University communities
 1. Work with VA Chief of Staff to integrate faculty in education, research and clinical care within the two systems
Develop a proposal for full integration of research faculty into SOM departments (teaching, committee participation)-Ongoing work with Dr. Ravi Durvasula.