University of Virginia
School of Medicine

View from the Faculty
September 23, 2010

Sharon L. Hostler, M.D.
Senior Associate Dean
Vice Provost
Birdsong Professor of Pediatrics
Listening to the SOM Faculty

One-on-One
Small Groups
Listening Lunches
Exit Interviews
Chair Interviews
Faculty Survey
FS: VERBATIMS (>100 Pages)
University of Virginia
SOM Faculty Survey 2003

Verbatims:
“No one gives a damn about my teaching except me and the students.”

“Great place to work; collegial but not collaborative.”

“What annual review? You mean the money meeting?”
WORD OF MOUTH:
Resources for Successful Balance of Work, Life, & Family

http://www.healthsystem.virginia.edu/internet/faculty-dev/wordofmouth/home.cfm
Keep the Teachers Teaching

Academy of Distinguished Educators
Teaching Portfolio
New tenure track: Academic Educator
Pay for teaching
Teaching awards
Harrison Distinguished Educators
ADE – Grants for UME
Academy of Distinguished Educators
Promotion & Tenure Policies

Off the Clock
Extension of Probationary Period
Tenure Eligible: AI, CI, CE, AE
Tenure Ineligible: CF, RF
P&TC as Mentors
Polishing the Portfolio
SOM Faculty Development Programs

Junior Faculty
Teach the Teachers
Scientific Writing/Grantsmanship
Preparing for Promotion

Mid-Career Faculty
Leadership in Academic Medicine
Meaning in Medicine
Academy of Distinguished Educators

Senior Faculty
Transitions and Change
Chair Reviews
Chair Development
Faculty Development
Generational Diversity

The Generation Xers (1965-1980)
The Boomers (1946-1964)
The Traditionalists (1900-1945)
Population Sizes

- Traditionalist: 75
- Boomers: 80
- Gen - X: 46
- Millennials: 76
Faculty Development Programs

Physician Wellness
Consultation/Referral
Mindfulness for Physicians
Healer’s Art
Appreciative Practice
Faculty Employee Assistance Program
Reflective Writing
A national, online journal for the publication of original writing, photography, and art.

Submissions are open to anyone in healthcare-affiliated professions.

http://hospitaldrive.med.virginia.edu/
Appreciative Inquiry

Stories of when we are at our best, given out at the 2007 White Coat Ceremony.

Stephanie Jellison, Editor
UVA SOM Class of 2008
Appreciative Practice

VALUES

Self-Awareness
Reflection

Nonjudgmental
forgiveness, respect

Human Connection
Empathy

Teaching skillfully
Who’s the teacher?

Community

Collaboration
Win-win
Non-hierarchical

Excitement
Joy
Innovation

Enthusiasm, delight,
desire to be good
Exit Interviews

Collegial Workplace
Beautiful Environment
Rich Collaborations
Spousal/Partner Positions
Breach in Trust
Absent/Poor Communication
Lack of Autonomy in Workplace
Competitive Opportunities

RERECRUIT
Listening Lunches

- Collegiality
- Great Collaboration
- Outstanding Students & Residents
- Competitive Resources
- Communication
- Transparency
- Control
Leadership in Academic Medicine 2004-08

Nomination by Chairs
Elite Status
Executive Leadership at Home
Mentorship by the Dean
Collaboration/Retention
Annual Cycle
Leadership in Academic Medicine (LAM)

Managing organizational change
Making strategic decisions
Assessing the dynamics of successful leaders
Financial management
Developing successful networks
Finding life balance
Leadership in Academic Medicine

Small Group Weekly Sessions
Case-Based Learning Self Awareness
Skill Practice Networking
Excellent Pedagogy
SOM Revenue Sources

- Practice Plan: 36%
- Sponsored Programs: 31%
- Endowment & Gifts: 10%
- Hospital: 12%
- Tuition and Fees: 5%
- State Support: 6%
- Other: 0%
Quotes from LAM

“For the first time in a long time, I feel like I belong to a group with common goals.”

Surgeon

“Maybe I could be a chair now!”

Anesthesiologist

“This stuff actually works with my lab team!”

Neuroscientist

“Quite simply, LAM changed my life.”

Pediatric Cardiologist
SOM LAM 2003-10

Clinicians
Basic Scientists
School of Nursing
School of Engineering & Applied Sciences
Library
Medical Center
Across Grounds
LAM Outcomes 2003-10

201 participants
41% women, 12% minorities
Search Committees
Chair Reviews
Institutional Leaders
Leadership Export
Chair On-boarding 2006-10

Confidential
LAM-like Retreat
Monthly Sessions
Case-based process
Chair-initiated
Dean Present?
Collaborative Network
Chair Mentors
WOMEN WORKING
Transitions and Changes

Pathway to Retirement
Loss/Change
Parenting Ups and Downs
Generational Differences
Eldercare
Dual Careers
Technology
Faculty Survey Verbatims

What do you enjoy most about your job?  
n=612

What would you like more of at UVA?  
n=461

What does the new dean need to know?  
n=500
## Faculty Survey

My work environment is collegial.

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tr>
<td>CLINICAL</td>
<td>75%</td>
<td>79%</td>
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<tr>
<td>BASIC SCI</td>
<td>79%</td>
<td>84%</td>
<td>89%</td>
<td>88%</td>
<td>88%</td>
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</table>

My research is valued.

<table>
<thead>
<tr>
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<th>2007</th>
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<td>51%</td>
<td>54%</td>
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<tr>
<td>BASIC SCI</td>
<td>65%</td>
<td>68%</td>
<td>69%</td>
<td>68%</td>
<td>62%</td>
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## Faculty Survey

### My teaching is valued.

<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
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<tr>
<td>2004</td>
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<tr>
<td>2005</td>
<td>57%</td>
<td>49%</td>
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<td>2006</td>
<td>59%</td>
<td>49%</td>
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<tr>
<td>2007</td>
<td>64%</td>
<td>56%</td>
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### My patient care is valued.

<table>
<thead>
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<th>Year</th>
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<td>2005</td>
<td>58%</td>
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<tr>
<td>2006</td>
<td>51%</td>
</tr>
<tr>
<td>2007</td>
<td>66%</td>
</tr>
</tbody>
</table>
Retention Packages

Early Communication
Open Conversations
Department, SOM, MC, UVA involvement

Resources
60% Success Rate
Faculty Development Programs: Benefits for Individual Faculty

Affiliation / networking
Improved confidence / performance
Job satisfaction
Leadership training / development
Personal enrichment
Peer recognition and reward
Skill development
Life / work balance coaching
Faculty Development Programs: Organizational Objectives & Benefits

Affect cultural change
Identify / groom future leaders
Promote visibility of school
Retention of key faculty
Reward individual contributors
Support and develop junior and mid-tier faculty
Uncover / address organizational issues or barriers
Across Grounds

Provost Open House
Getting Started
Dual Careers Initiative
ILEAD—Chairs
LAM—Faculty
Getting Connected
Listening to the Faculty Across Grounds

- Provost Open House
- Dual Career Crisis
- Faculty Senate Survey
- Exit Surveys
- Declination Surveys
- Cognitive Dissonance
Across Grounds 2008-11

Getting Started
Teaching Resource Center
Excellence in Diversity Fellowships
Professors as Writers
University Teaching Fellows
Teaching & Technology Instruction
ILEAD/Chair Onboarding
LAM
ILEAD Chair Sessions
Across Grounds

Resistance
?Skills
Roles
Network
Resources
Despair
SOM Chairs as Mentors
Leadership in Academic Matters, 2009

Nominations by Provost, Deans, Chairs

Schools: CLAS, Architecture, Batten, Law, CPS, VPR, Curry, SEAS, SON, SOM, Library, MC, HSF

Number: 30 (16 women, 6 African Americans, 4 Asians, 2 Hispanics, 2 Deans, 1 Vice Provost)

Modifications: Setting, Cases, Leaders
Implicit Bias*

Race
Gender
Leadership
Science
Age

*IAT, Brian Nosek,
https://implicit.harvard.edu/implicit/demo/
Breaking the Prejudice Habit*

Stereotype Threat
Gender Priming
Redefining Merit to Justify Discrimination
Expectancy Bias
Prescriptive Gender Norm

*2009 Wisconsin: Carnes, Devine, Sheridan, Ford, Byars-Winston
Leadership in Academic Matters Outcomes

Community of Trust (Healing)
Diversity subtext
Skills/Process/Language
Strongly Positive Evaluations
Abandonment Theme
Dean-to-Dean Mentoring
President Sullivan’s Dance Card
Collaborative Science and Education
Academic Medicine