



# 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 Millennials (1981-2000)

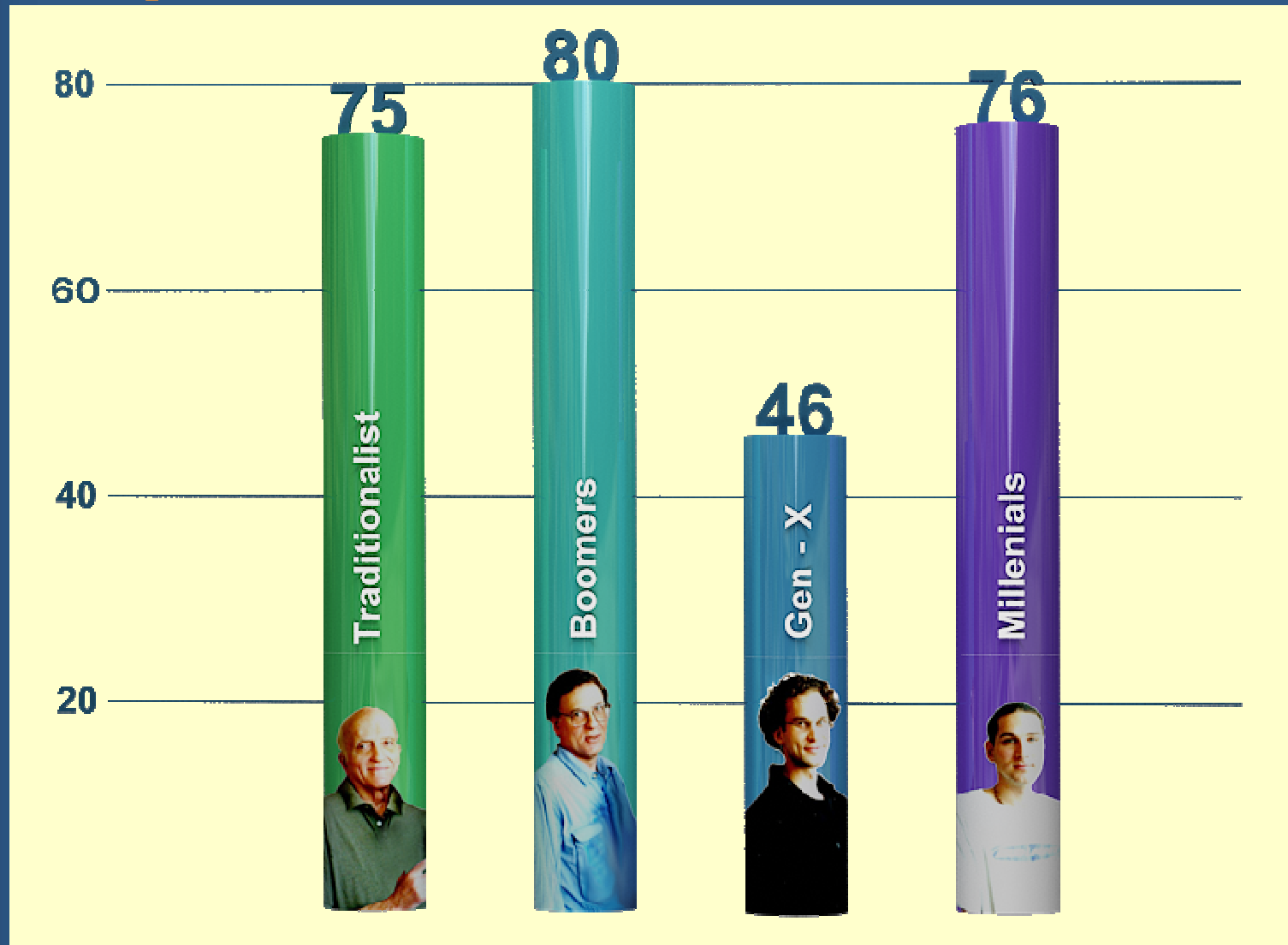
The Generation Xers (1965-1980)

The Boomers (1946-1964)

The Traditionalists (1900-1945)



# Population Sizes





# Faculty Development Programs

Physician Wellness

Consultation/Referral

Mindfulness for Physicians

Healer's Art

Appreciative Practice

Faculty Employee Assistance  
Program

Reflective Writing





<http://hospitaldrive.med.virginia.edu/>



# Hospital Drive

A Journal of Reflective Practice  
in Word & Image

University of Virginia School of Medicine

A national, online journal for the publication of original writing, photography, and art.

Submissions are open to anyone in healthcare-affiliated professions.





# 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







# UVA MC Policy 262





# 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

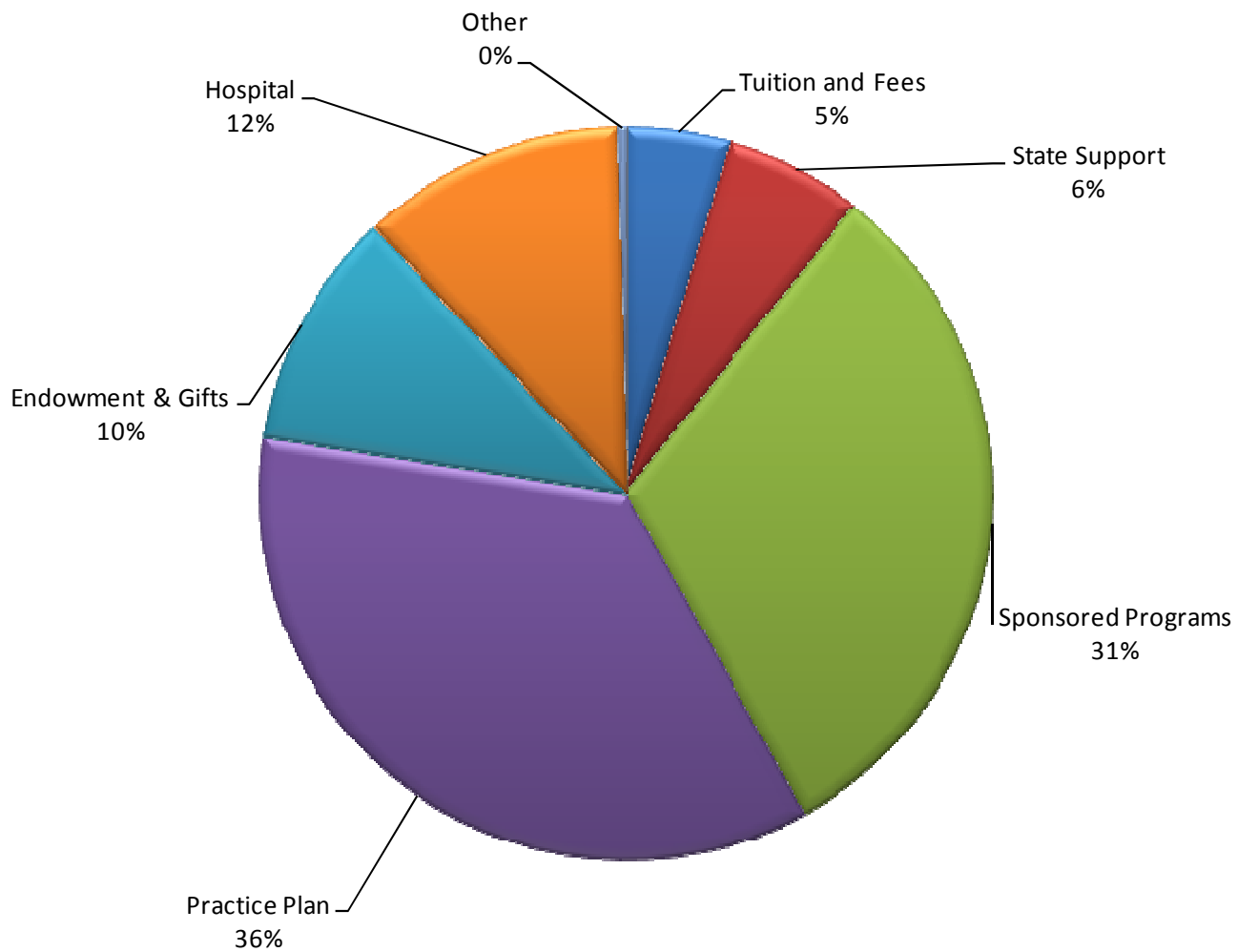
Self Awareness

Skill Practice

Networking

Excellent Pedagogy





# SOM Revenue Sources





## 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





# 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.

	2003	2004	2005	2006	2007
CLINICAL	75%	79%	79%	82%	85%
BASIC SCI	79%	84%	89%	88%	88%

My research is valued.

	2003	2004	2005	2006	2007
CLINICAL	39%	44%	52%	51%	54%
BASIC SCI	65%	68%	69%	68%	62%





# Faculty Survey

My teaching is valued.

	2003	2004	2005	2006	2007
CLINICAL	39%	55%	57%	59%	64%
BASIC SCI	36%	42%	49%	49%	56%

My patient care is valued.

	2003	2004	2005	2006	2007
CLINICAL	46%	63%	58%	51%	66%





# 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*

