

AGENDA ITEM / PRESENTER	DISCUSSION / CONCLUSIONS / RECOMMENDATIONS
-------------------------	--

<b>TOTAL ATTENDANCE</b>	A total of 92 faculty members virtually attended the General Faculty Meeting on Monday, January 24, 2022, via WebEx. The attendance log is on file in the Office of Faculty Affairs.
-------------------------	--

<b>PRESIDING OFFICERS</b>	<ul style="list-style-type: none"> <li>Richard Lange, M.D., M.B.A., President of TTUHSC El Paso, Dean of PLFSOM, Presiding Officer</li> <li>Anantha Vellipuram, M.D., Assistant Professor of Neurology, Vice-Presiding Officer</li> </ul>
---------------------------	---

**I. CALL TO ORDER**

<b>Anantha Vellipuram, M.D.</b> Faculty Council President-Elect	The PLFSOM General Faculty meeting was called to order on January 24, 2022 at 12:09 p.m. Dr. Vellipuram congratulated Dr. Lange on behalf of the PLFSOM Faculty Council on being named El Pasoan of the Year by the El Paso Inc.
--	--

**II. REVIEW AND APPROVAL OF MINUTES**

<b>Anantha Vellipuram, M.D.</b> Faculty Council President-Elect	Quorum was not yet present, so the approval of the minutes from the PLFSOM General Faculty meeting from July 19, 2021, was deferred.
--	--

**III. PLFSOM Strategic Plan Update 2021 – 2026**

<b>Richard Lange, M.D., M.B.A.</b> President, TTUHSC El Paso Dean, PLFSOM	Dr. Lange provided an update regarding the 2021 - 2026 PLFSOM Strategic Plan:
---	---



*\*Please see attached report.*

- The 2021 – 2026 PLFSOM Strategic Plan was developed over a one-year period and originated from a group of committees composed of faculty, staff, students and residents. The plan includes metrics and targets to track success which can be reviewed via the PLFSOM Strategic Plan Webpage at <https://elpaso.ttuhsu.edu/som/strategic-plan.aspx>

Dr. Lange noted the TTUHSC PLFSOM Mission and Vision statements frame the plan's strategic goals of obtaining excellence in: (1) Academics, (2) Clinical Affairs, (3) Research, (4) Outreach and Engagement, (5) Stewardship, and (6) Culture. Dr. Lange provided an overview of the objectives for each goal. Please see attached report.

#### IV. COVID-19 Notification Procedure

**Richard Lange, M.D., M.B.A.**  
President, TTUHSC El Paso  
Dean, PLFSOM

Dr. Lange reported on COVID-19 notification procedures:

- Please keep an eye out for the COVID-19 email alerts which include information regarding campus notification procedures, recommendations, and any updates from the CDC (testing, when to return to work, isolation, and quarantine).
- There has been a rapid rise in the COVID-19 Omicron variant across the nation. The campus saw a peak in cases about two weeks ago with approximately 70 people who contracted COVID-19 from gatherings outside of the university, not on campus. As of last week, cases were down by about half. Modeling shows cases may subside by the second or third week of February. Please continue to practice all the safety measures put in place.

#### V. AAMC StandPoint Faculty Engagement Survey PLFSOM Results

**KoKo Aung, M.D., M.P.H.**  
Vice President for Faculty  
Success, TTUHSC El Paso, and  
Associate Dean for Faculty  
Affairs, PLFSOM

Dr. Aung reported on the Association of American Medical Colleges (AAMC) StandPoint Faculty Engagement Survey PLFSOM Results:



\*Please see attached report

- PLFSOM faculty participated in the AAMC StandPoint Faculty Engagement Survey in spring 2021. The results were shared with faculty governance bodies and leadership. Please see attached summary report.

#### VI. QUESTION AND ANSWER SESSION

**Richard Lange, M.D., M.B.A.**  
President, TTUHSC El Paso  
Dean, PLFSOM

Dr. Lange opened the floor for questions:

**Q:** In regards to the AAMC survey, has the information been presented to the departments?

**A:** Dr. Aung responded that there is school specific data, department data and university specific data. What was presented in this meeting was the PLFSOM specific data. The university data was shared with the President and Faculty Senate. The school specific data was presented to each school. The Department data has been shared with a few departments, and will continue to be rolled out together with the scheduled department reviews.

**Q:** Will the faculty have access to the survey internally?

- A:** Once the data has been shared with all departments, the plan is to post a summary of the results internally on the website for PLFSOM faculty access with eRaider and password. It will not be available to the public.
- Q:** How often is the AAMC survey conducted? Will a survey need to be conducted each year in order to see if what is being implemented is working?
- A:** This is the first time that the PLFSOM has participated in the AAMC survey and the data will serve as a benchmark to see changes and improvements when compared with all future surveys. Most institutions participate in the survey every three (3) to five (5) years. If the survey is conducted annually, progress may not be as noticeable. Annual survey administration would be cost prohibitive.
- Q:** For the past couple of years, I have completed a questionnaire each morning from an online survey software. I sign in and report my presence. I am not aware of getting any feedback on this. Is this still an active requirement?
- A:** Dr. Aung noted he has not received any type of similar survey. He asked for the attendee to contact him so the matter can be addressed.
- Q:** Regarding expansion of care to the region, I had a patient from Carlsbad, NM, who is normally followed by Texas Tech Lubbock. I am not able to be placed on this insurance plan. Why is this the case?
- A:** Dr. Lange noted that sometimes hospitals are not members of health plans and do not participate with New Mexico Medicaid plans. Likewise, we do not participate if we cannot bring the patient to the hospital. Dr. Lange will have someone contact the attendee with more information, once more details are provided. We have single-service use agreements and have not had a significant issue getting those.
- Q:** How do other institutions (peers, cohort) address/respond to survey responses and concerns? (E.g. task forces, town hall, etc.)
- A:** Yes, Dr. Aung noted a combination of town hall meetings, task forces, focus groups, etc. are used. He is familiar with these various approaches used by peer or cohort institutions to address the results.
- Q:** What format will we be utilizing to hone in on areas of improvement?
- A:** Dr. Lange noted his office will coordinate to address areas of improvement at the institutional level. Each department, both clinical and non-clinical, has department specific information and can begin by picking the top two or three areas for improvement that can be addressed quickly and easily. A longer term plan can be developed to address remaining issues. The expectation is to evaluate improvement on a regular basis and set goals to achieve and follow.
- Q:** What is the timeline for the strategic plan? From a faculty perspective, it seems that IT infrastructure is what is most important and lacking at this time. There is also some uncertainty regarding data collaboration with University Medical Center (UMC) for research.

**A:** Interprofessional education (IPE) has been selected as a project by the Quality Enhancement Plan (QEP) committee at TTUHSC El Paso. The anticipated time to implement the plan is two (2) years. Dr. Clegg is meeting with UMC to try and find a solution as to sharing data and conducting research.

## **VII. ADJOURNMENT**

**Anantha Vellipuram, M.D.**

Faculty Council President-Elect

The next Faculty Council meeting is scheduled to take place on February 1, 2022 from 12 – 1 p.m. All PLFSOM faculty are invited to attend monthly Faculty Council meetings. With no further business to discuss, the meeting was adjourned at 1:03 p.m.



Approved by Richard A. Lange, M.D., M.B.A.  
President TTUHSC El Paso, Dean PLFSOM  
Presiding Officer

# PLFSOM Strategic Plan 2021 - 2026



A *Values*  
BASED  
CULTURE

*Dedicated to Excellence.  
Committed to Care.*

## Mission statement

The mission of the Texas Tech University Health Sciences Center El Paso Paul L. Foster School of Medicine is to provide exceptional educational and development opportunities for our diverse learning community, advance knowledge through research and innovation, and serve the needs of our border region and beyond.



A *Values* BASED CULTURE

*Dedicated to Excellence. Committed to Care.*

## Vision statement

The vision of the Texas Tech University Health Sciences Center El Paso Paul L. Foster School of Medicine is to promote wellness and relieve suffering through excellence in clinical service, innovation, and leadership in border health care.



*A Values* BASED CULTURE  
*Dedicated to Excellence. Committed to Care.*

## Goals

Excellence in...

1. Academics
2. Clinical affairs
3. Research
4. Outreach and engagement
5. Stewardship
6. Culture



*A Values* BASED CULTURE  
*Dedicated to Excellence. Committed to Care.*

## Excellence in academics

### **Objective 1.1: Enhance and expand mission-focused student recruitment efforts**

- Expand to 150 incoming MD students by AY 2026
- Recruit outstanding medical students that meet the school's mission and diversity goals



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

## Excellence in academics

### **Objective 1.2: Improve student success**

- Foster student success through proactive student services programming



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

## Excellence in academics

### **Objective 1.3: Promote student achievement through a commitment and dedication to continuous innovation in education and teaching**

- Phased review/implementation of curriculum revision
- Enhance faculty professional development opportunities



*A Values* **BASED CULTURE**  
Dedicated to Excellence. Committed to Care.

## Excellence in academics

### **Objective 1.4: Prepare future health professionals for enhanced team-based care to improve health outcomes for individuals and the communities being served**

- Provide more opportunities for IPE collaborative practice



*A Values* **BASED CULTURE**  
Dedicated to Excellence. Committed to Care.



## Excellence in clinical affairs

### **Objective 2.1: Expand presence and programs**

- Expand scope and reach of our clinical services



*A Values* **BASED CULTURE**  
*Dedicated to Excellence. Committed to Care.*

## Excellence in research

### **Objective 3.1: Provide an environment to advance excellence in basic, clinical, translational and population health research**

- 5 year research growth plan and budget for each department
- Attract and retain outstanding faculty researchers



*A Values* **BASED CULTURE**  
*Dedicated to Excellence. Committed to Care.*

## Excellence in research

### **Objective 3.2: Build a cohort of extramurally funded researchers**

- Increase number of mid-level and senior investigators
- Expand the Centers of Emphasis



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

## Excellence in research

### **Objective 3.3: Develop a centralized research development core to facilitate research and scholarship among SOM faculty**

- Develop collaboration with Clinical & Translational Science Award Program
- Seek funding for research program infrastructure development
- Develop centralized expertise to facilitate research



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

# Excellence in research

## Objective 3.3: Continued

- Facilitate population health informatics and EMR to improve clinical and public health practice
- Develop structured research mentoring and development program
- Expand PLFSOM capabilities for large database research



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

# Excellence in outreach and engagement

## Objective 4.1: Enhance PLFSOM's mission-based regional-to-global outreach and engagement

- Increase engagement with regional educational partners
- Increase engagement with public and community-based health service organizations
- Enhance engagement with binational and global partners
- Support PLFSOM student, faculty, and staff community engagement



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

## Excellence in outreach and engagement

### **Objective 4.2: Expand community-based clinical instruction**

- Align community-based faculty recruitment with clinical instruction
- Increase participation of community-based practices and sites



*A Values* **BASED CULTURE**  
*Dedicated to Excellence. Committed to Care.*

## Excellence in stewardship

### **Objective 5.1: Promote PLFSOM brand awareness, and actively cultivate the school's opportunities for development**

- Increase philanthropic/private-source support for the medical school
- Monitor and enhance brand awareness for the medical school



*A Values* **BASED CULTURE**  
*Dedicated to Excellence. Committed to Care.*

## Excellence in stewardship

### **Objective 5.2: Ensure informed financial decision making**

- Ensure medical school's leadership and Faculty Council are informed of the school's financial status and priorities
- Optimize structure and utilization of medical student fees



*A Values* **BASED CULTURE**  
*Dedicated to Excellence. Committed to Care.*

## Excellence in stewardship

### **Objective 5.3: Ensure adequate space to meet the needs of the medical school**

- Optimize utilization of educational space resources
- Optimize utilization of connectivity/conferencing resources



*A Values* **BASED CULTURE**  
*Dedicated to Excellence. Committed to Care.*

## Excellence in stewardship

### **Objective 5.4: Ensure adequate technology and information security needs are in place to support the mission of the institution**

- Coordinate IT platforms and software to promote systems integration and data integrity
- Enhance IT security and data management



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

## Excellence in culture

### **Objective 6.1: Recruit, develop, and retain highly qualified and diverse leaders, faculty and staff to fulfill the teaching, clinical service and scholarship missions of the school**

- Adequate number of faculty and staff to support academic areas
- Provide professional development opportunities
- Implement programs that recognize faculty and staff



*A Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.

## Excellence in culture

### **Objective 6.2: Promote a culture of wellness**

- Create a work environment that supports healthy living and work-life-family balance
- Develop and sustain educational programs related to wellness



*A Values* **BASED CULTURE**  
Dedicated to Excellence. Committed to Care.

## Excellence in culture

### **Objective 6.3: Build a supportive, inclusive, and value-based culture where everyone in the campus community feels valued and thrives**

- Identify opportunities to enhance the organizational culture
- Reaffirm school's commitment to a culture of diversity, equity, and inclusiveness among leaders, faculty, staff, and learners



*A Values* **BASED CULTURE**  
Dedicated to Excellence. Committed to Care.

## PLFSOM Strategic Plan Webpage

<https://elpaso.ttuhsc.edu/som/strategic-plan.aspx>



A *Values* BASED CULTURE  
Dedicated to Excellence. Committed to Care.



StandPoint™ Surveys  
Connecting voices to action.



## StandPoint Faculty Engagement Survey 2021 Results

**Texas Tech University Health Sciences Center  
El Paso**

**Paul L. Foster School of Medicine**

StandPoint™ Surveys  
Connecting voices to action.

## AAMC StandPoint Faculty Engagement Survey

- Formerly known as "Faculty Forward"
- Offer employee engagement surveys specifically designed for academic health faculty and staff
- Measures 15 dimensions of engagement in academic health education
- First survey launched in 2009
- Over 75 medical schools & health science schools have participated
- Data featured in over 55 publications & presentations



## Data Interpretation Suggestions

- Start with global engagement measures
- Drill down to summary score results, especially by demographic categories
- Use those as a guideline to drill into item level results, as well as the aggregate data sorters
- Generally, we want to focus on areas that are below 65% satisfaction



## Survey Administration

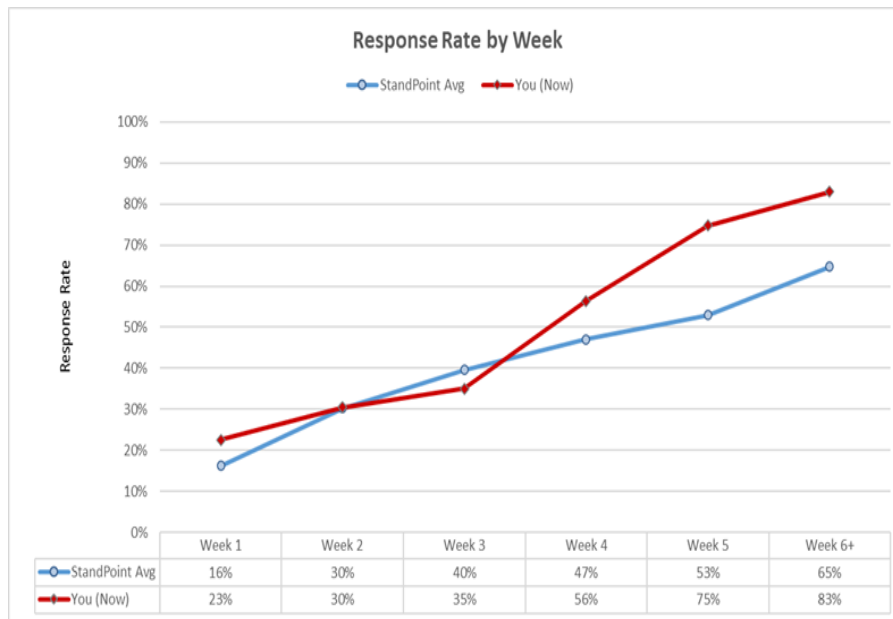
- A web-based survey was sent to all full-time & part-time faculty
- Cohort includes 30 schools from April 2018-May 2021 (includes PLFSOM)
- Our peers include:
  - Baylor College of Medicine
  - East Tennessee State University James H. Quillen College of Medicine
  - Texas Tech University Health Sciences Center School of Medicine
  - University of Texas Rio Grande Valley School of Medicine



**TTUHSC El Paso SOM Faculty  
StandPoint Surveys Response Rate Report**

Overall Weekly Change: + 25 respondents  
+ 8%

End of Week 6: 6/1/2021			
Department	Population	Respondents	Response Rate
Anesthesiology	7	5	71%
Emergency Medicine	21	16	76%
Family and Community Medicine	15	14	93%
Family Medicine - Transmountain	n<5	n<5	n<5
Internal Medicine	55	36	65%
Internal Medicine - Transmountain	10	9	90%
Medical Education	26	21	81%
Molecular and Translational Medicine	16	15	94%
Neurology	13	10	77%
OB/GYN	20	18	90%
Orthopaedic Surgery and Rehabilitation	7	7	100%
Pathology	12	12	100%
Pediatrics	46	37	80%
Psychiatry	14	12	86%
Radiology	12	11	92%
Surgery	27	27	100%
<b>Total</b>	<b>305</b>	<b>253</b>	<b>83%</b>



## Survey Respondents

SOM response: 83.0% (253/305)

Medical School Cohort response: 58.1% (18,883/32,498)

	Survey Respondents	% within Respondents	% within Overall Population
SOM Faculty	<b>253</b>	<b>100.0%</b>	<b>100.0%</b>
Full-Time	241	95.3%	91.8%
Part-Time	12	4.7%	8.2%
Basic Science	35	13.8%	13.4%
Clinical	218	86.2%	86.6%
Senior rank (Full and Associate)	92	36.4%	N/A
Junior rank (Assistant)	145	57.3%	48.2%
Men	146	57.7%	54.4%
Women	107	42.3%	45.6%
White/Asian	172	68.0%	67.5%
URiM	81	32.0%	32.5%



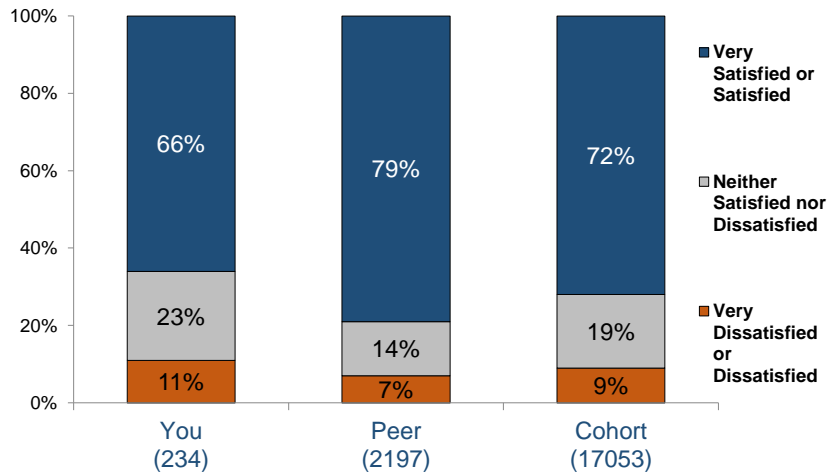
## Population Data and Response Rates

	Your Institution	Your Peer Group	All StandPoint Institutions
Number of Faculty Eligible for Survey	305	5030	32498
Number of Respondents	253	2492	18883
Response Rate	<b>83.0%</b>	<b>49.5%</b>	<b>58.1%</b>



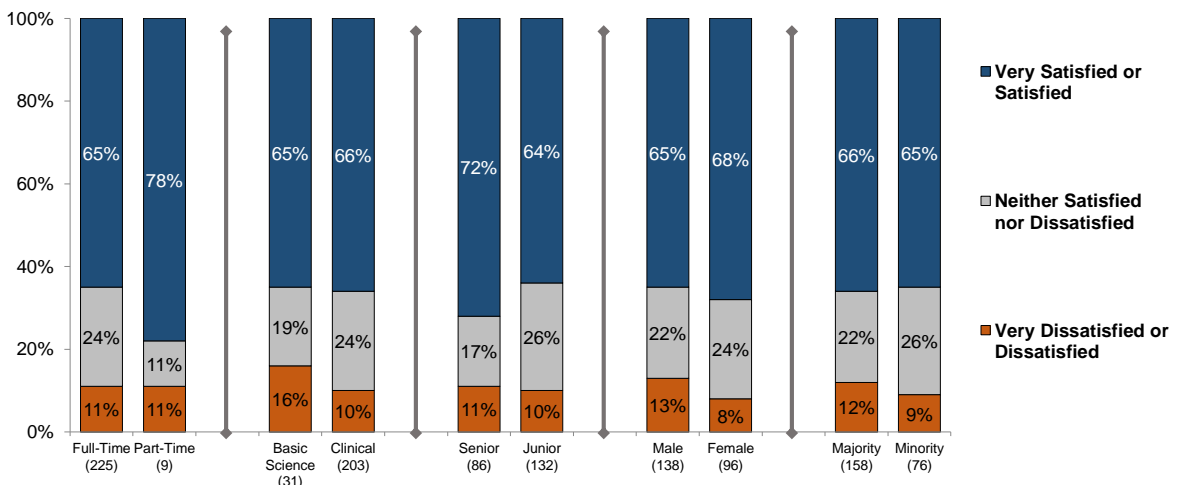
StandPoint™ Surveys  
Connecting voices to action.

## OVERALL ENGAGEMENT Satisfaction with Medical School



StandPoint™ Surveys  
Connecting voices to action.

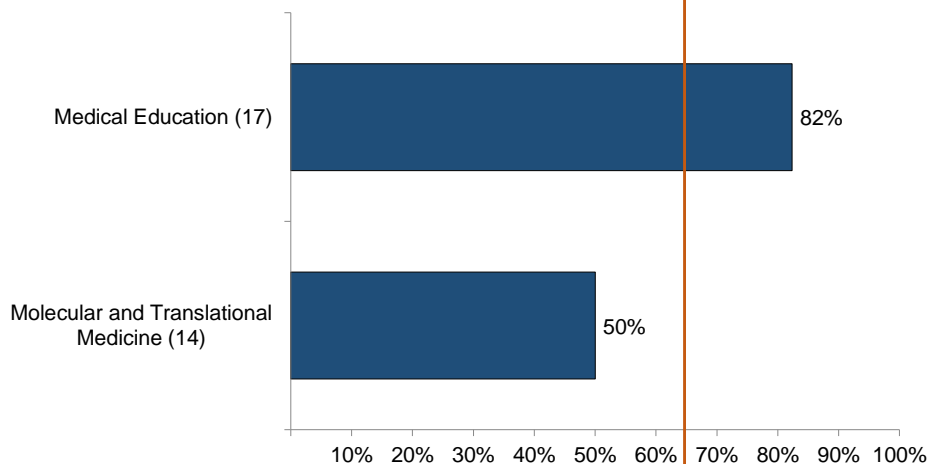
## Satisfaction with Medical School by Faculty Demographic



StandPoint™ Surveys  
Connecting voices to action.

## OVERALL ENGAGEMENT Satisfaction with Department

Basic Science Departments (n size)



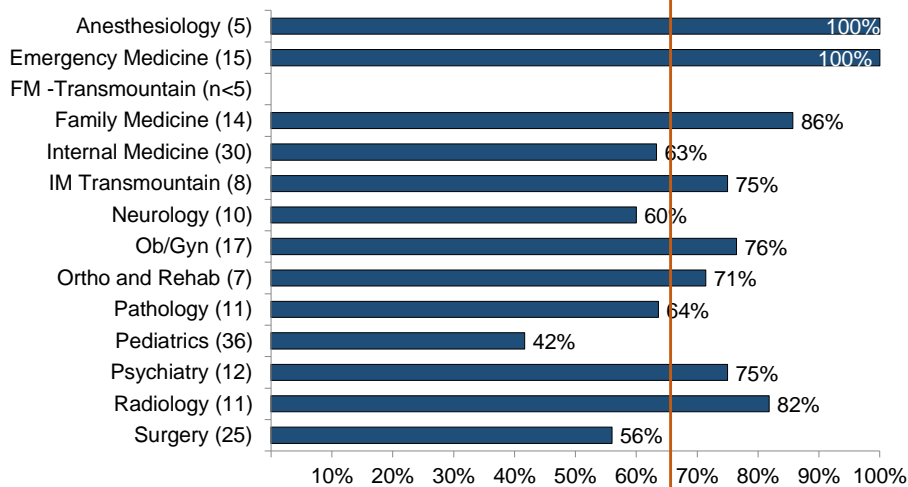
Percent Very Satisfied or Satisfied with Department as a Place to Work



StandPoint™ Surveys  
Connecting voices to action.

## OVERALL ENGAGEMENT Satisfaction with Department

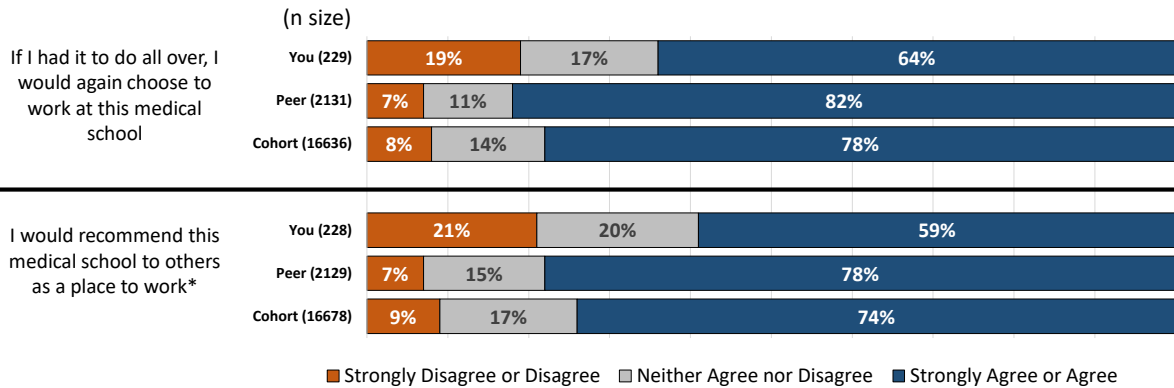
Clinical Departments (n size)



Percent Very Satisfied or Satisfied with Department as a Place to Work



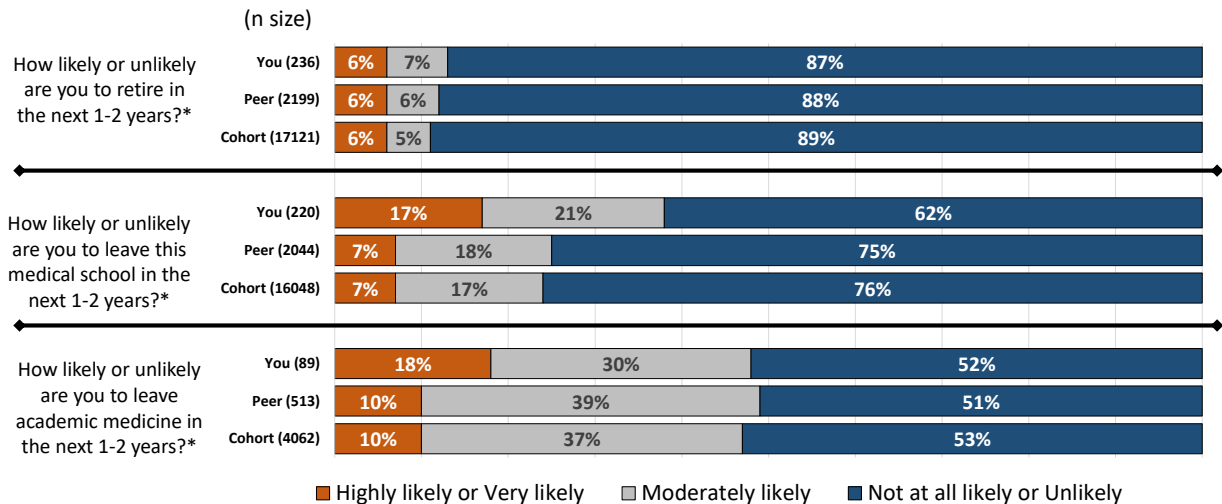
## OVERALL ENGAGEMENT Choice of Institution - SOM



\*Note: This item was not included in the survey prior to 2017.



## OVERALL ENGAGEMENT Turnover Intentions - SOM



\*Note: This item was not included in the survey prior to 2017.



## Faculty Survey Dimensions

Dimension Name	Dimension Description
<b>Nature of Work</b>	Number of hours worked; time spent on mission areas; Role clarity and organizational commitment
<b>Focus on School Mission</b>	Mission clarity and alignment; Commitment to mission-based excellence
<b>Workplace Culture</b>	Whether the workplace culture cultivates diversity, wellness, and other ideals
<b>Department Governance</b>	Opportunities for faculty participation in decision-making; communication from the department chair; transparency of department finances
<b>School Governance</b>	Opportunities for faculty participation in governance; communication from the dean's office; transparency of school finances
<b>Relationship with Supervisor</b>	Supervisor's support of individual goals; good communication
<b>Mentoring and Feedback</b>	Quality of mentoring and feedback on career performance
<b>Opportunities for Career and Professional Growth</b>	Opportunities for professional development and advancement;
<b>Promotion and Tenure Requirements</b>	Whether promotion criteria are clear and reasonable across all mission areas
<b>Promotion Equality</b>	Application of promotion criteria; equal opportunities regardless of sex, race, and sexual orientation
<b>Collegiality and Collaboration</b>	Opportunities to collaborate with other faculty; personal "fit" (i.e. sense of belonging); interactions with colleagues; intellectual vitality within the department and school; appreciation by colleagues
<b>Compensation and Benefits</b>	Evaluation of overall compensation; health and retirement benefits
<b>Faculty Recruitment and Retention</b>	Success in hiring and retaining high-quality faculty
<b>Faculty Diversity and Inclusion</b>	Success in hiring and retaining diverse faculty
<b>Clinical Practice</b>	Ability to provide high quality care; how well the clinical practice functions overall



## SOM Summary Scores

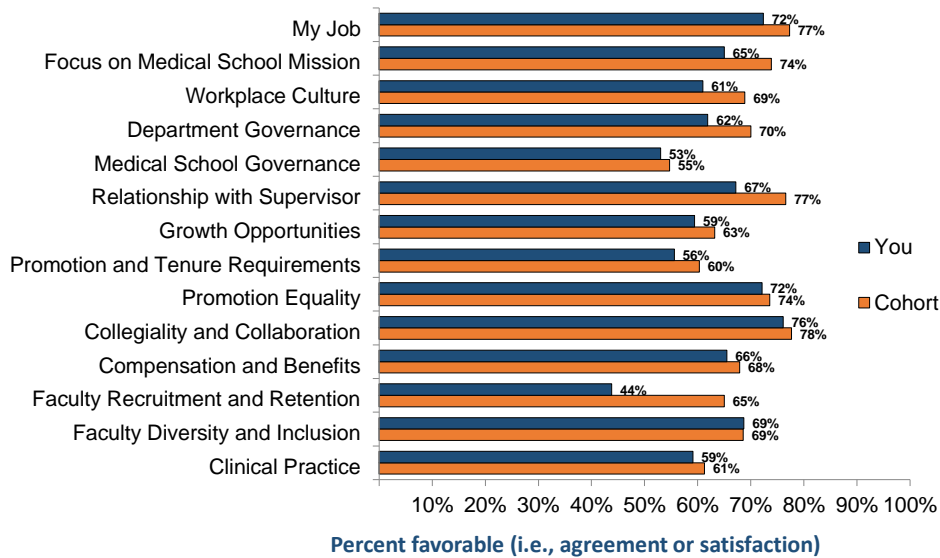


Percent favorable (i.e., agreement or satisfaction)





## SOM Summary Scores



## SOM Top Ten Items

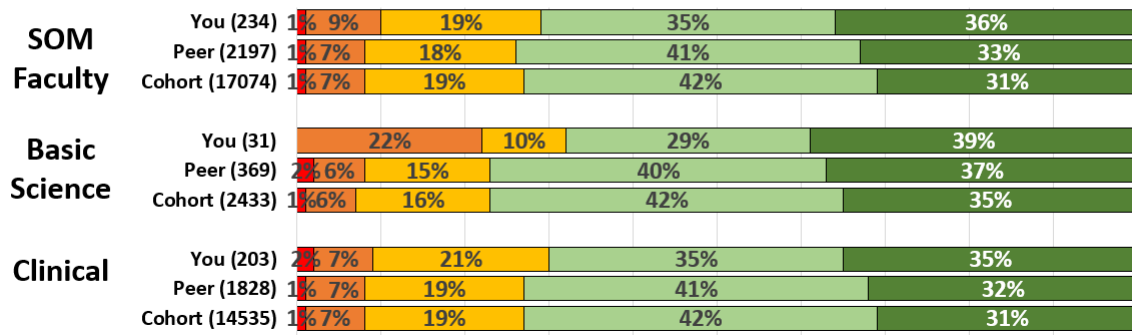
	You Top Two %	Cohort Top Two %	Top survey items
1.	86.3%	78.5%	Q31d Retirement benefits
2.	83.5%	85.9%	Q30b The faculty in my department usually get along well together
3.	82.8%	84.1%	Q29b I am satisfied with the quality of professional interaction I have with departmental colleagues
4.	81.9%	78.7%	Q30c I feel appreciated by my departmental colleagues
5.	81.8%	82.7%	Q33a My department is successful in recruiting women faculty members
6.	81.1%	82.7%	Q29a I am satisfied with the quality of personal interaction I have with departmental colleagues
7.	79.4%	75.9%	Q30a My departmental colleagues are respectful of my efforts to balance work and home responsibilities
8.	78.2%	76.2%	Q29c I am satisfied with how well I "fit" (i.e., my sense of belonging) in my department
9.	78.0%	80.1%	Q11d I feel personally driven to help this medical school succeed
10.	77.8%	72.8%	Q13b I feel that the workplace culture at this medical school cultivates diversity

AAMC  
Tenure-Track Exits Tenure-Track Gaps®

## SOM Bottom Ten Items

	<u>You</u> Top Two %	<u>Cohort</u> Top Two %	<u>Bottom survey items</u>
1.	28.2%	54.4%	Q32c My medical school is successful in retaining high quality faculty members
2.	31.6%	59.0%	Q32d My department is successful in retaining high quality faculty members
3.	34.7%	47.0%	Q31b My incentive-based compensation, such as bonuses
4.	37.6%	34.8%	Q17b Senior leadership is transparent about medical school finances
5.	45.4%	45.5%	Q36b Senior leadership's transparency regarding clinical finances
6.	45.6%	50.9%	Q18a The pace of decision making in the dean's office is reasonable
7.	45.8%	70.8%	Q12f Overall, my medical school fosters research excellence
8.	46.5%	70.2%	Q13c I feel that the workplace culture at this medical school cultivates innovation
9.	48.1%	58.4%	Q27d Research/Scholarship: To be promoted in rank, what I must do in this mission area is reasonable to me
10.	49.8%	52.7%	Q18c Faculty can express their opinions about the medical school without fear of retribution

## Faculty Burnout



■ I feel completely burned out

■ Symptoms of burnout won't go away

■ I am definitely burning out

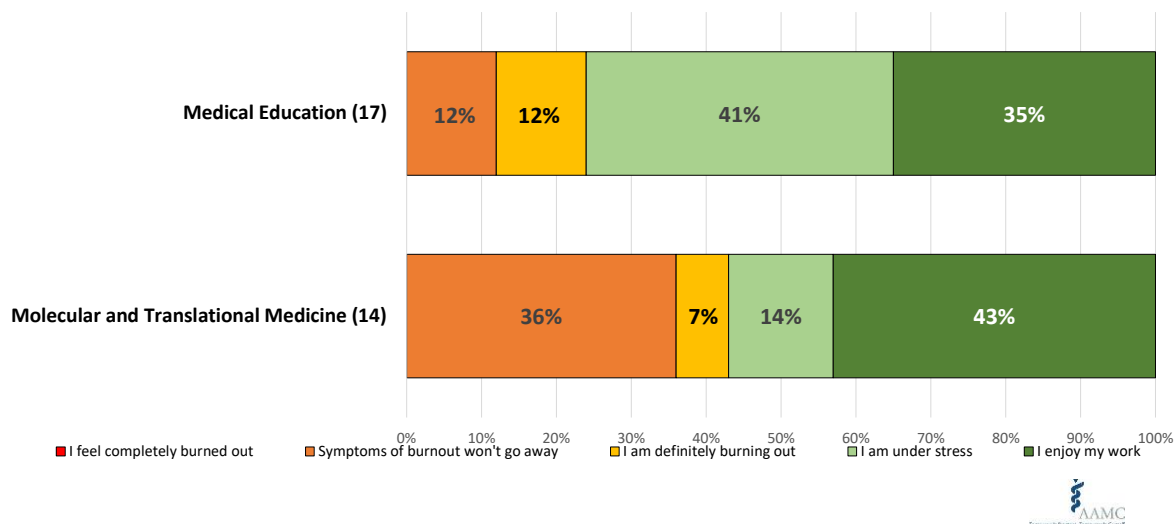
■ I am under stress

■ I enjoy my work



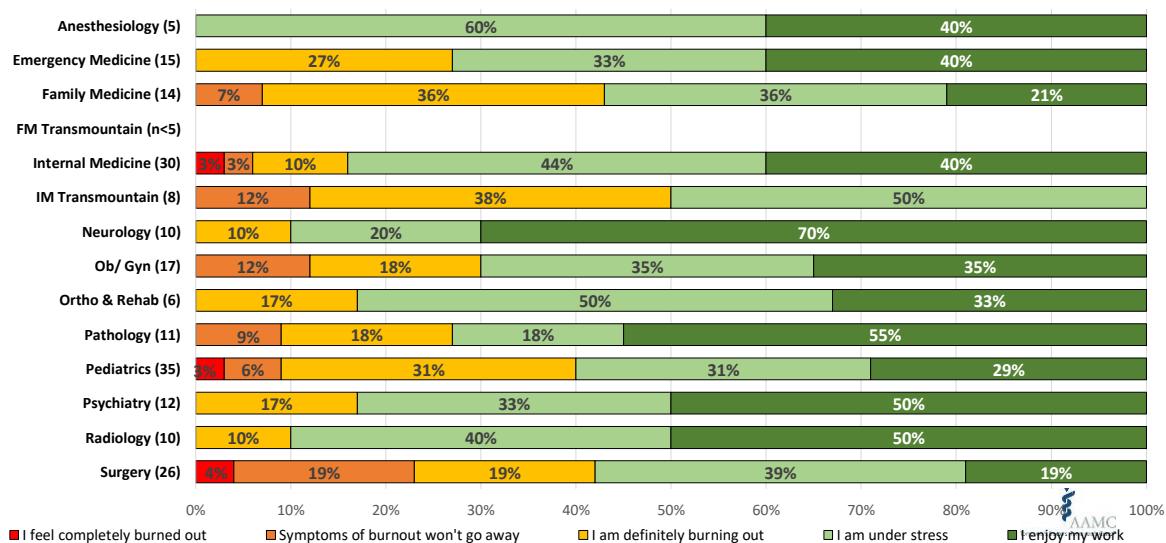
StandPoint™ Surveys  
Connecting voices to action.

## PLFSOM Faculty Burnout – Basic Science

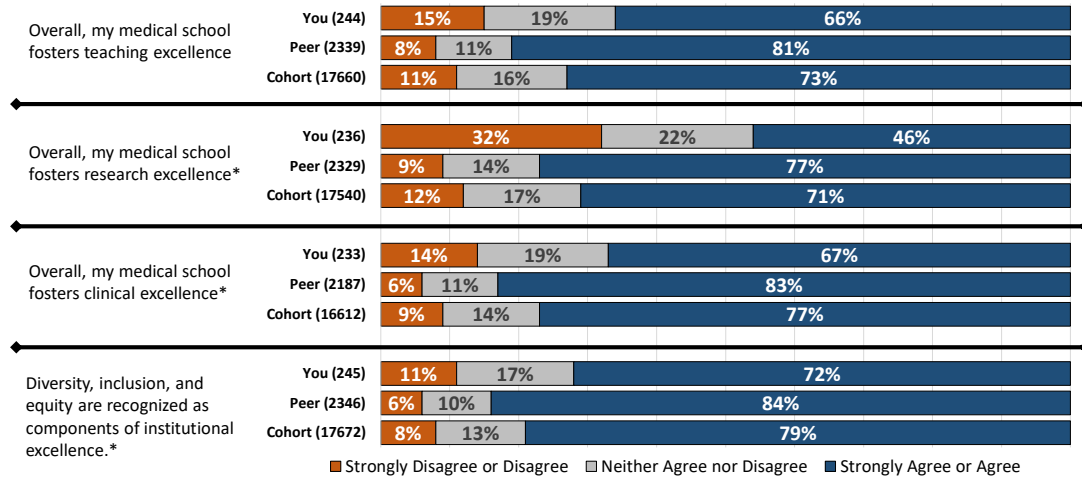


StandPoint™ Surveys  
Connecting voices to action.

## PLFSOM Faculty Burnout – Clinical



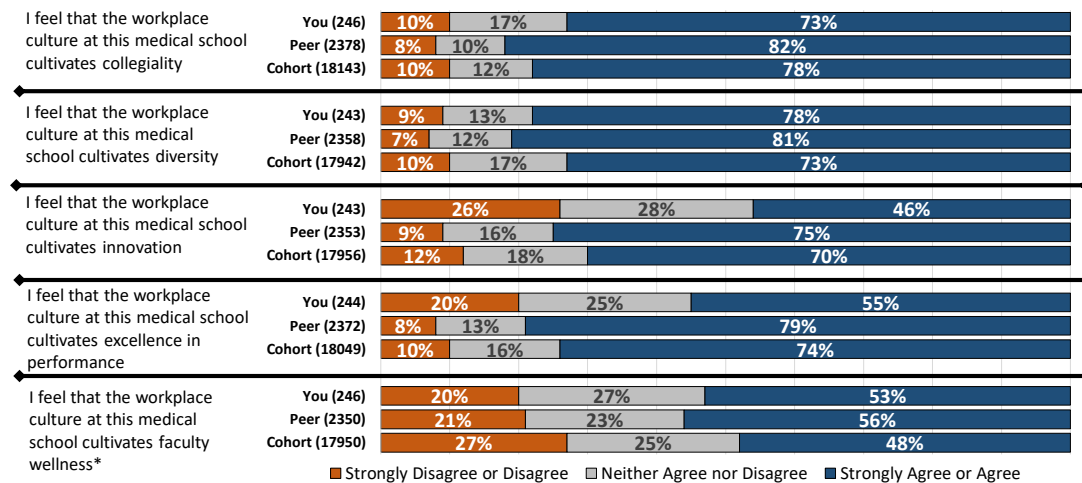
## LFSOM Focus on Medical School Mission



\*Note: This item was not included in the survey prior to 2017.



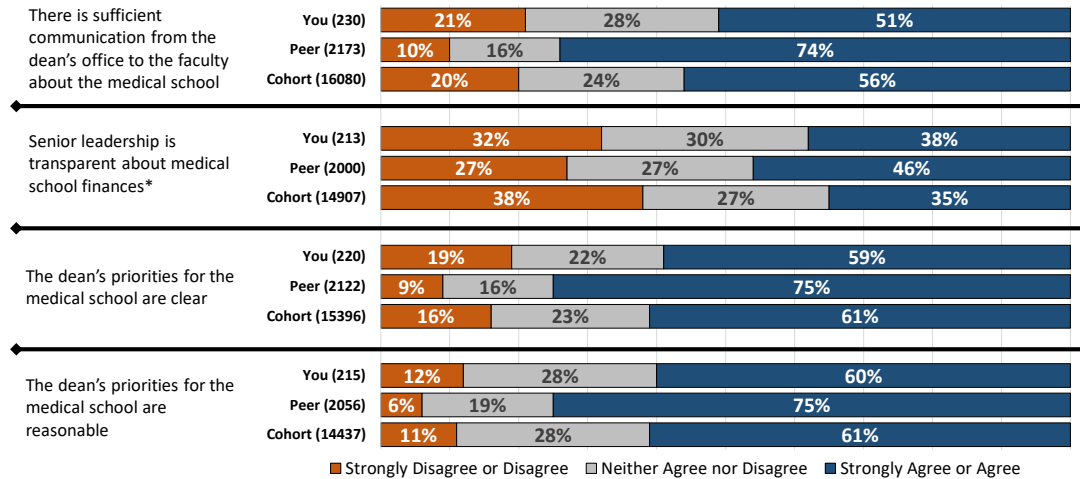
## PLFSOM Workplace Culture



\*Note: This item was not included in the survey prior to 2017.



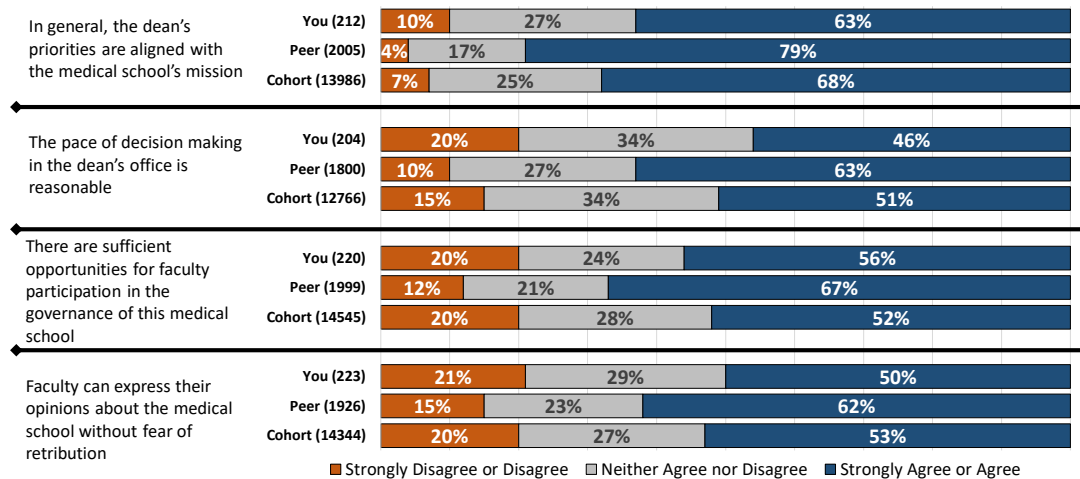
## PLFSOM Medical School Governance – Pt 1



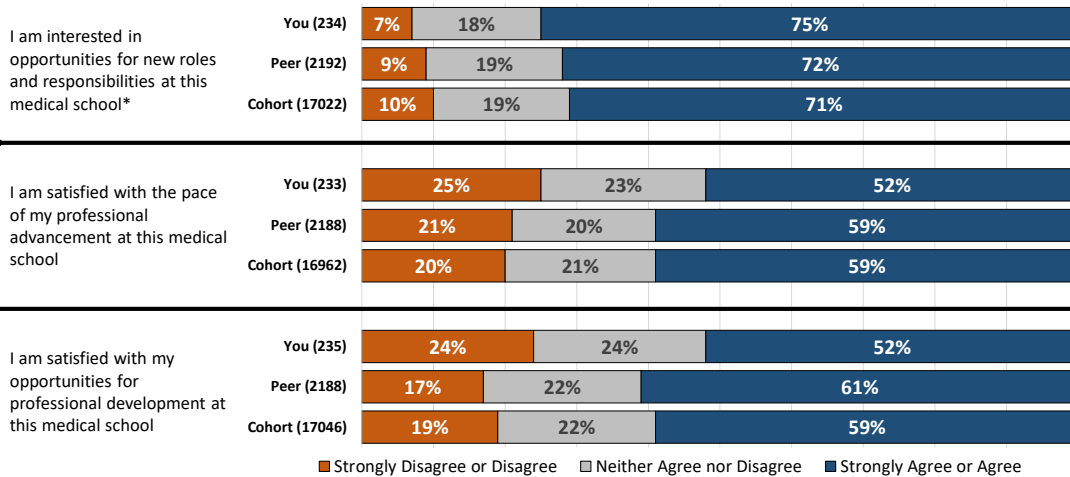
\*Note: This item stated "Senior leadership does a good job explaining school finances to the faculty" prior to 2017.



## PLFSOM Medical School Governance – Pt 2



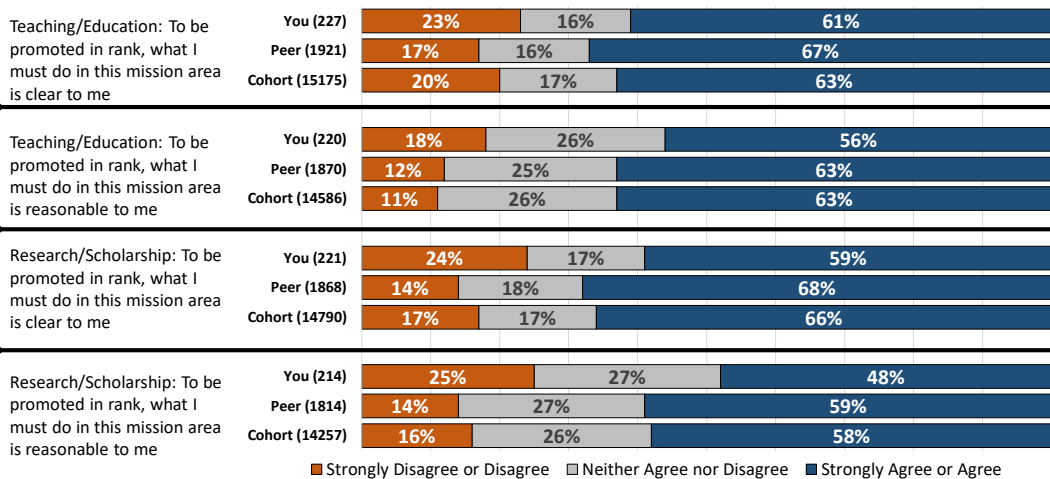
## PLFSOM Opportunities for Career/Professional Growth



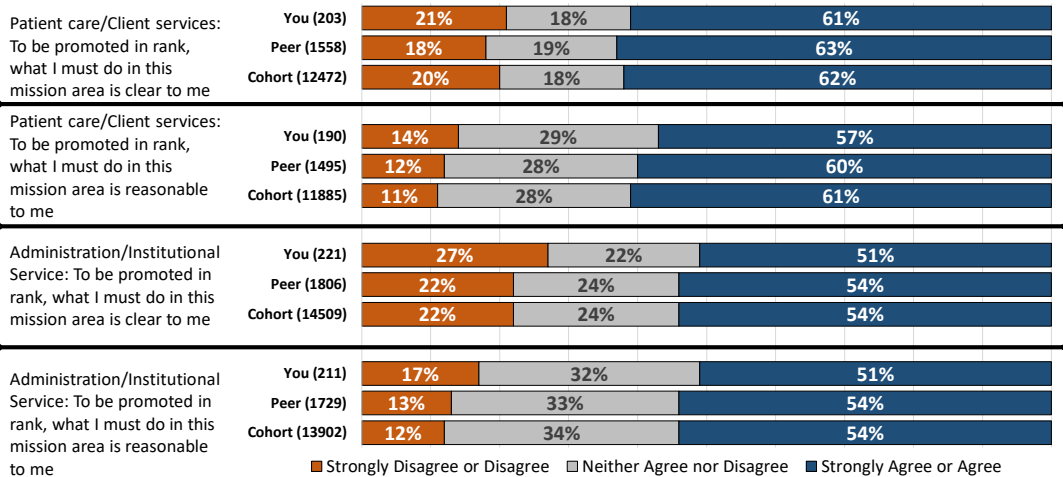
\*Note: This item stated "Further professional advancement at this medical school is important to me" prior to 2017.



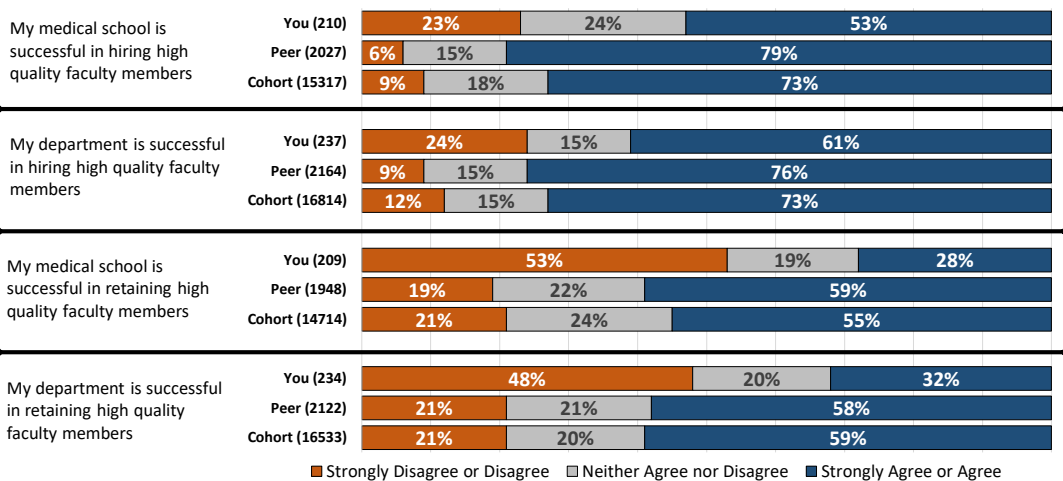
## PLFSOM Promotion and Tenure Requirements – Pt 1



## PLFSOM Promotion and Tenure Requirements – Pt 2



## PLFSOM Faculty Recruitment and Retention



## PLFSOM Faculty Diversity and Inclusion

Item	N	Strongly Agree or Agree	Neither Agree nor Disagree	Strongly Disagree or Disagree	Mean
My department is successful in recruiting women faculty members	225	81.8%	11.1%	7.1%	4.01
My department is successful in recruiting racial/ethnic minority faculty members	221	76.9%	12.2%	10.9%	3.86
My department is successful in retaining women faculty members	220	61.8%	17.3%	20.9%	3.54
My department is successful in retaining racial/ethnic minority faculty members	212	59.9%	21.2%	18.9%	3.52
Diversity is represented at all levels of the medical school*	213	62.4%	16.0%	21.6%	3.57
<b>FACULTY DIVERSITY AND INCLUSION SUMMARY SCORE</b>		<b>68.7%</b>	<b>15.5%</b>	<b>15.8%</b>	<b>3.70</b>

Question 33: Please indicate your level of agreement or disagreement with the following statements.

## PLFSOM Faculty Diversity and Inclusion

Item	N	Strongly Agree or Agree	Neither Agree nor Disagree	Strongly Disagree or Disagree	Mean
If I experienced harassment, I would feel safe reporting the incident at my medical school	223	82.1%	7.6%	10.3%	4.07
If I experienced harassment, I know to whom I can report the incident at my medical school	221	79.6%	6.8%	13.6%	3.95
If I reported harassment, I feel confident my medical school would resolve the incident effectively	207	68.1%	19.8%	12.1%	3.80

Question 33: Please indicate your level of agreement or disagreement with the following statements.



## Qualitative Highlights- SOM School Improvements

- Diversify senior leadership and examine leadership structure
- Improve promotion and tenure processes – clarify and transparency to process and requirements
- Address burnout and provide resources to support individual wellness
- Ensure competitive compensation with the market and compensation equity across the institution
- Improve communication across the institution, transparency in decision-making, and value faculty feedback
- Focus on recruitment and retention
- Improve mentorship opportunities, especially among junior faculty



## Moving Forward: Analysis and Discussion

- Does this data confirm previous notions of the workplace?
- What data presents new or surprising information?
- What questions about the data remain?
- What data are missing that we should dig into further?
  - Could some of this be gleaned through data analysis or further collection such as through focus groups?



## Moving Forward: Action Planning Discussion

- What opportunities for improvement exist?
- What are 2-3 top priorities to consider?
- What changes can be implemented easily?
- What are longer term goals that align with school's strategic plan?
- What is needed from leadership to move forward?
- What else might need to change within the organization's culture or current policies to improve engagement?
- How can accountability for action planning be supported?