



August 17, 2010

Institutional Effectiveness Committee Interim Report

Covering January 2010-August 2010

Newly appointed members of the Institutional Effectiveness Committee (IEC) convened an initial meeting in January 2010. The IEC is a multidisciplinary committee charged with the responsibility for evaluating the effectiveness of the institutional programs, processes and support services in accordance with institutional goals and strategic objectives. The committee is pleased to submit this interim assessment of the current strategic plan covering IEC meetings from January 2010 to August 2010.

The IEC's initial approach was to establish a baseline assessment of institutional performance based on the current 2009-2014 strategic plan. The Chair of IEC established sub-committees to facilitate this process. Data collection forms similar to the ones used with the Title III grant were piloted.

This summary provides an interim status report and reflects one year into the current strategic plan. Overall, committee findings indicate that Morehouse School of Medicine is effectively carrying out its mission in accordance with its strategic plan and is on target in many key areas.

IEC Highlights:

Academic Excellence: Overarching Goal: Expanding educational programs and sustaining the highest standards of academic performance and professional competence

Status: On Target

- Current data below indicates an increase in the number of qualified applicants to degree programs with an increase in the number of Georgia residents.
- ❖ 2009 Total # of applicants to MD program: 3,987
- ❖ 2010 Total # of applicants to MD program: 4,052

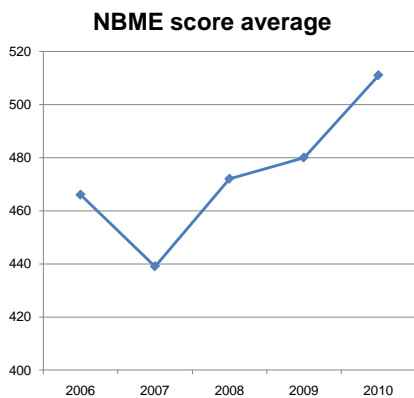
- ❖ 2009 entering MD class consisted of 50% Georgia residents
- ❖ 2010 entering MD class consist of 54% “Georgia residents

- ❖ 2009: MD class average science GPA 3.3
- ❖ 2010: MD class average science GPA 3.47

- ❖ 2009 PhD program # of applicants: 29
- ❖ 2010 PhD program # of applicants: 42

Additionally, the following report on increase NBME scores and integrated curriculum is a positive performance indicator following improvements to the curriculum. This report was prepared by Dr. Martha Elks and was included in the report to the BOT, April 2010.

Educational Enterprise



- **Integrated sequential Basic Science courses**
 - Basic Principles
 - Organ Systems 1, 2, and 3
- **Completing second full year**
- **NBME Subject exam scores up**



- The Master of Science in Biomedical Science and the Master of Science in Biomedical Technology degree programs have been implemented. The first graduate was accepted to medical school thus fulfilling one goal of the program to complement recruitment efforts for the MD and PhD programs.

- Morehouse School of Medicine strengthened academic support services in student Counseling office, in financial services and the student affairs office by adding a part time counselor and an academic support specialist

- MSM made significant progress in renovating the facilities in 2009-2010 to accommodate the enlargement of the graduate programs

- MSM increased faculty in subspecialties with the addition of a Pulmonologist and a Neurologist for the stroke program to the faculty in 2010. Roger Simon, M.D. accepted the position of Director, Translational Programs in Stroke within the Neuroscience Institute
- However the total number of faculty appointments from July 2009 to June 2010 decreased to 15 compared to 23 from July 2008 to June 2009, a more in depth review will be conducted
- We expanded training opportunities with the Atlanta Veterans Administration Medical Center. In addition to the Department of Psychiatry, the Department of Medicine residency program began a clinical service at the Atlanta Veterans Administration Medical Center in July 2010.
- On May 15, 2010, MSM celebrated our 26th commencement, with a total of 79 graduates in our programs, the largest number to date
- The MD graduating class of 2010 had a very successful Match Day, with 57% matching to primary care disciplines. The national average is 44%.
- The Graduate Medical Education (GME) Program added an Assistant Director position and the GME program successfully received full continued accreditation in 2010. Psychiatry and Preventive Medicine residency programs received the maximum 5 years of continued accreditation in 2010.

Research Excellence: Overarching Goal: Creating a culture of research throughout all components of Morehouse School of Medicine and strengthening the competitive quality and national reputation of the research enterprise

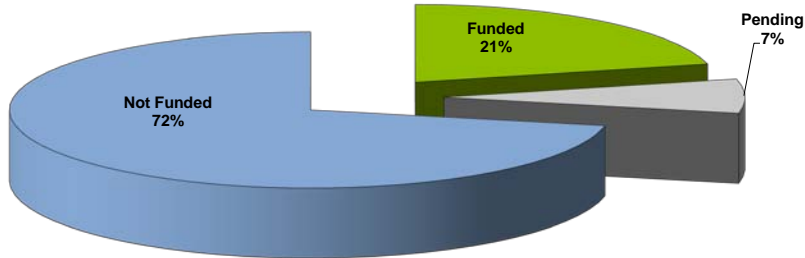
Status: On Target

- There has been an increase in awards as noted in the information below submitted to the BOT in April 2010 by Dean Sandra Harris- Hooker

Research Enterprise

Status of ARRA Applications

American Recovery and Reinvestment Act (ARRA) Funding

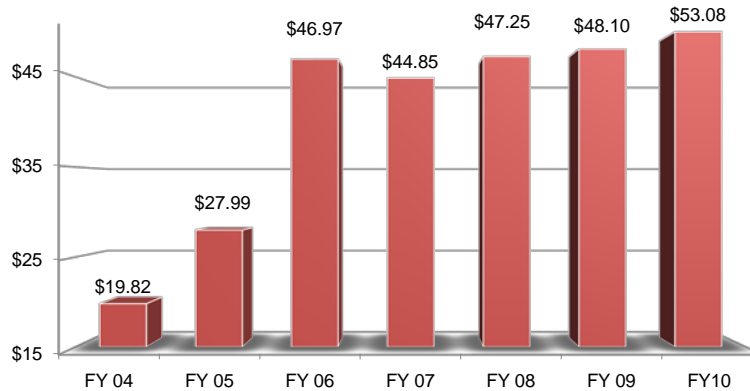


Funded	21	\$40,206,480.00
Pending	7	\$6,246,624.00
Not Funded	71	\$100,889,879.00



Research Enterprise

Growth of Research and Training Funds



- G20 construction application for approximately \$10,000,000 was funded; this renovation award will consolidate our research core facilities.

- The National Children's Study aims to follow a representative sample of 100,000 children from before birth to age 21 to examine the causes behind some of the nation's most pressing health problems from autism and birth defects to chronic diseases such as diabetes, heart disease and obesity. Baldwin County in Georgia was recently added to the Vanguard study site. MSM, in partnership with Emory will lead this recruitment pilot

Operational Excellence: Overarching Goal: Fostering the highest standards of operational performance and service benefit.

Status: On Target

- Over the past year the Morehouse School of Medicine's IT server farm environment has been redesigned to include standardization, consolidation and co location with the best providers in their respective areas.
- Email system upgrades occurred in 2010
- There has been significant improvement in the turnaround time by IT for laptop computers to students for the entering class of 2010 and campus wide for faculty and staff
- During January 2010 MSM started the installation of SunGard Banner and implementation began July 2010 for enhanced efficiency and cost effectiveness
- Utility audits were completed 2009-2010 and energy agreements executed and billing errors identified with savings from these initiatives totaling more than \$200,000
- Morehouse School of Medicine's Compliance Office has developed and implemented new policies and mandatory training in the areas of conflict of interest, HIPPA and code of conduct 2009-2010
- Effective January 2010, MSM successfully moved to a bi-weekly payroll for all employees
- Campus wide repair needs have been identified and prioritized. Maintenance services were outsourced in July 2009 to Sodexo for greater efficiency and cost savings
- Two vendors in 2010 independently assessed Morehouse School of Medicine duplicating and printing usage needs and a vendor has been selected to consolidate services campus wide for greater efficiency and cost savings

Community value: Overarching Goal per Strategic Plan: Enhancing community engagement and securing widespread recognition as a highly valued organization

Status: On Target

- Community/public service is core to the mission of Morehouse School of Medicine
Morehouse School of Medicine was recently ranked number one in social mission scoring among all medical schools in the nation as a result of a study published in the Annals of Internal Medicine, June 2010 entitled "The Social Mission of Medical Education: Ranking the Schools."

- This is a significant honor for the school and affirms Morehouse School of Medicine's (MSM) contributions and commitment to increasing the number of primary care physicians and increasing the number of racial and ethnic minorities in medical schools and practice.
- The Prevention Research Center at Morehouse School of Medicine funded by the Center for Disease Control received the 2010 Healthcare Georgia Foundation's Joseph D. Greene Community Service Award.
- The Center for Community Health and Service-Learning is an exceptional program at Morehouse School of Medicine. The Center engages health professional students, residents, faculty, community-based organizations and academic affiliates in service-learning, community service and civic engagement.
- To date, over 400 medical and public health students have participated in the Center's programming to address the health disparities of underserved youth and adults by providing responsive health promotion intervention projects throughout metropolitan Atlanta.
- In 2009-2010 there were over 2,700 medical student volunteer hours.
- For Annual giving, there has been a 28% increase as of 2/10/10 in annual unrestricted gift revenues over the prior year
- There has been a 33% increase in the number of new annual fund donors in 2010 compared to 2009
- MSM directly sponsored or jointly sponsored eleven CME activities for 2009-2010 for the community and sixty five Grand Rounds events

Outstanding workplace: Overarching Goal: Creating a work environment that is professionally and personally rewarding and conducive to the highest levels of performance:

Status: On Target

- Implementation of a revised rewards program to highlight, honor and celebrate employees with longevity and who make distinguished contributions occurred in 2009-2010
- Career banding classification system was implemented July 2010. The Career Banding system "collapses" many graded classifications into fewer more broadly defined classes and wider pay bands. This will allow employees to progress through a band by acquiring additional competencies based on the needs of the organization

- Steps have been taken to ensure a safer and more secure work environment with additional campus police , a revised card access system and MSM implemented an electronic emergency response notification system (RAVE) in 2010
- MSM purchased On Demand Learning Management System with plans to implement the system FY 2011
- Planning is currently underway as of July 2010 for the creation of a clinical education facility in close proximity to Grady

The Following are General Recommendations from the IEC:

- Revise the format for Academic Policy Council (APC) annual standing committee reports (Curriculum and Evaluation committee, Research Development committee, Admissions Committee, Library Committee, etc) to include a summary addressing relevant aspects of the strategic plan with progress toward related performance measures
- Revise the format for Annual Department Reports to include a summary addressing applicable performance measures as outlined in the Strategic Plan
- Campus wide faculty, staff and student service satisfaction surveys in the areas outlined in the strategic plan performance measures should be implemented annually
- Develop a centralized evaluation system/database linking the Office of Research Administration, Office of Institutional Advancement and other Departments/Unit/Centers to facilitate comprehensive tracking on all strategic plan indicators
- Centralize the housing of all evaluative reports
- Implement a cycle for intensive reviews (IEC will address)
- Enhanced campus awareness of the current strategic plan and performance measures. On an annual basis, the IEC report should be shared and reviewed campus wide

The Following are Recommended Modifications to the Strategic Plan

Academic

- Re-visit the goal to initiate a MSCR/MPH joint degree program by 2010
- The target of MSM residents treating > 25% of cases by type at Grady by December 2009 requires modification of time line
- Under goal 1.2 add student retention and completion rate as performance measure

Research:

- Re-visit the goal to define and implement a tenure system as a performance measure and the percent of research faculty tenured, there are no policies or procedure for tenure
- IEC recommends adding a performance measure under 2.1 to capture the number of funded pilot projects

Outstanding Workforce

- IEC recommends modification to the performance measure capturing voluntary faculty turnover rate. The performance measure should also capture salaried faculty turnover rate
- IEC recommends expanding the performance measure capturing the number of faculty participating in faculty development programs to also include the number faculty participating in the Teaching Academy and in mentoring activities

Institutional Effectiveness Committee Planned Activities:

IEC will continue to meet and review the following areas over the next four months

- Resident board pass rates
- Expanded affiliation agreements for clerkship and resident clinical experiences
- Growth of the faculty particularly in sub-specialties and MPH program
- Faculty retention
- Strengthening the MSM Teaching Academy
- Expansion of pipeline programs
- Dual degree programs
- Library modernization
- Status of the establishment of Georgia Rural Health office
- Clinical services

IEC will schedule meetings with Senior Leaders and Executive Management Team. A final report will be submitted December 2010.

IEC Committee Members 2010

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