
THE GEORGE WASHINGTON UNIVERSITY

School of Medicine & Health Sciences

FACULTY ASSEMBLY

Monday, October 3, 2022 -- 5:00 pm
Via Zoom

MINUTES

VOTING FACULTY PRESENT: Bass, Barbara; Ahari, Jalil; Akman, Jeffrey; Artino, Anthony; Beattie, Brandon; Barzani, Yousif; Birkmeier, Marisa; Bocchino, Joseph; Boniface, Keith; Borden, William; Bosque-Pardos, Alberto; Brindley, Paul; Brown, Kirsten; Bukrinsky, Michael; Callier, Shawneequa; Ceryak, Susan; Chiappinelli, Katherine; Chiaramello, Anne; Cole, Keith; Costello, Ellen; Cymrot, Clifford; DeVaul, Nicole; Deyton, Lawrence; Falusi, Olanrewaju; Firmani, Marcia; Frame, Leigh; Ganjoo, Rohini; Haywood, Yolanda; Herrmann, Debra; Hiser, Stefanie; Jonely, Holly; Kind, Terry; Latham, Patricia; LeLacheur, Susan; Li, Rong; Lopez Gamboa, Graciela; Lucas, Raymond; Lynch, Rebecca; Maggirwar, Sanjay; McCaffrey, Timothy; McDonald, Paige; Mendelowitz, David; Miller, Robert; Milojevic, Ivana; Mingey, Caitlin; Moody, Sally; Mortman, Keith; Ojong-Ntui, Martin; Pajooohesh-Ganji, Ahdeah; Peusner, Kenna; Polter, Abigail; Ragle, Lauren; Rentas, Carol; Ritsema, Tamara; Rosner, Michael; Scalzitti, David; Schwartz, Lisa; Shibata, Maho; Shook, Brett; Shworak, Nicholas; Sidawy, Anton; Silver, Silvia; Spencer, Marc; Taylor, Victor; Thoma, Kathleen; Ward, Maranda; Warner, Mary; Wasserman, Alan; Weglicki, William; Wright, Karen; Zeman, Robert.

OTHER FACULTY & GUESTS: Abate, Laura; Boyd, Sharon; Charnovitz, Steve; Corr, Patrick; Cureton, Nadia; Dakak, Nader; Furio, Kristin; Gephart, William; Katz, Nevin; Luo, Jie; Newmark, Jonathan; Olin, Mary; Robinson, Dena; Rousseau, Gail; Turner, Lisa.

I. Call to Order

The meeting was called to order by the Chair of the Faculty Assembly, Dr. Barbara Bass (Vice President for Health Affairs, Dean, School of Medicine and Health Sciences, and Chief Executive Officer, Medical Faculty Associates), at 5:02 pm.

A quorum of 50 faculty members was established. This number met the requirements for conducting Assembly business (25) and for approving changes to the Bylaws (50).

Professor Steve Charnovitz of the School of Law was named Parliamentarian by unanimous consent.

II. Approval of Minutes

The minutes of the March 7, 2022 SMHS Faculty Assembly meeting were unanimously approved.

III. Approval of Changes to the SMHS Rules & Procedures

Dr. Yolanda Haywood, Senior Associate Dean for Diversity and Faculty Affairs led the Assembly through proposed changes to the SMHS Rules & Procedures as follows:

Approval of Proposal to count electronic presence for quorum and for the chair of the Faculty Assembly to announce in advance of every meeting, the technology that will be used to conduct the votes and the timing for any votes to be cast as endorsed by the Executive Committee of the SMHS Faculty Assembly

This proposal requests a change in the SMHS Rules & Procedures **to count electronic presence towards quorum and for the chair of the Faculty Assembly to announce in advance of every meeting, the technology that will be used to conduct the votes and the timing for any votes to be cast.** This proposal has been reviewed and endorsed by the Executive Committee of the SMHS Faculty Assembly.

A motion was made, seconded (R. Lucas, L. Ragle), and approved by unanimous consent to endorse the request to count electronic presence towards quorum and for the chair of the Faculty Assembly to announce in advance of every meeting, the technology that will be used to conduct the votes and the timing for any votes to be cast as presented by Dr. Haywood.

IV. Approval of Proposal to include the Regional Medical Campus in Standing Committees, the Executive Committee, and the Administrative Officers of the SMHS as endorsed by the Executive Committee of the SMHS Faculty Assembly

This proposal requests a change in the SMHS Rules & Procedures to **incorporate the Regional Medical Campus into Sections V.B.1,3; X.B.a, d, f, and i; and XI.B.** This proposal has been reviewed and endorsed by the Executive Committee of the SMHS Faculty Assembly.

Dean Bass and Dr. Haywood clarified that this proposal is to grant limited governance rights to limited service faculty at LifeBridge, our proposed Regional Medical Campus. LifeBridge faculty will hold adjunct or clinical faculty appointments at schools that send their students, including GW to their hospital. Dr. Newmark asked why this was required of LifeBridge and not the VA for example and Dr. Lucas answered that a regional medical campus means that a year or more of the curriculum is taught to a cohort of students which is very different than having other hospitals as affiliate sites for our clinical rotations. Under the regional campus model, a cohort of students would go to Baltimore and complete all of year 3 and year 4 as defined by the LCME and for which we are seeking approval from the State of Maryland and the Middle States accreditation body. Dr. Lucas further clarified for Dr. T. McCaffrey, that we are seeking these changes prior to getting final approval because there will not be another faculty assembly before we anticipate getting approval and we will not be able to send students to Baltimore before the fall if we do not get these contingent rule changes.

A motion was made, seconded (M. Warner, S. Moody), and approved by unanimous consent to endorse the request that the Regional Medical Campus faculty and leadership be included in Standing Committees, the Executive Committee, and as part of the Administrative Officers of the SMHS as presented by Dr. Haywood.

V. Approval of Changes to the SMHS Guidelines for Appointment, Reappointment, Promotion, and Tenure

Dr. Yolanda Haywood, Senior Associate Dean for Diversity and Faculty Affairs led the Assembly through a proposed change to the SMHS APT Guidelines as follows:

Approval of Proposal to amend the assessment criteria for appointment or promotion of non-tenure-accruing faculty as endorsed by the Executive Committee of the SMHS Faculty Assembly

This proposal requests that for appointment or promotion in non-tenure-accruing positions, the candidate must be **assessed as excellent in two of the three academic achievement areas**, although some evidence of activity is expected in the remaining area. This proposal has been reviewed and endorsed by the Executive Committee of the SMHS Faculty Assembly.

Dr. Haywood clarified that this proposal is to correct the existing guidelines which state that candidates for appointment or promotion on the nontenure track be assessed as 'very good to excellent' instead of 'excellent'.

A motion was made, seconded (L. Deyton, R. Zeman), and approved by unanimous consent to endorse the request that the assessment criteria for the appointment or promotion of non-tenure-accruing faculty as presented by Dr. Haywood.

VI. Dean's Report – Barbara Bass, MD

1. State of the Academic Medical Enterprise:

- Dean Bass will deliver this address sometime in November and it will try to coalesce several of the things that have changed or evolved over the last 18 months.
- Focus of the institution is to plan effectively and with hope as we move into a post-COVID world. The school and the university are better prepared to deal with any exacerbations or spikes of the pandemic with the goal of better protecting the community at large. However, we need to return to some form of connectivity which has been happening more and more over the past several months with full enrollments across all programs and campuses, staffed laboratories, and busy clinics and hospital spaces.
- The SMHS has had some great celebrations, for example, just this week, the PA program which is one of the first PA programs in the country celebrated its 50th anniversary. It is one of the top-rated programs of its kind and Dean Bass noted that we look forward to its continued growth under the dynamic leadership of Mary Warner and Karen Wright and the rest of the faculty who make it such an exceptional program.
- The SMHS is in its 199th year as an MD-granting institution and next year will be celebrating its bicentennial. There are not many schools that have done that, in fact, there are only twelve schools that have done it before the GW SMHS thus it is a matter of great pride and should be celebrated. It is also time to consider how the school is going to move forward into its third century as an academic medical enterprise that educates, takes care of patients, and does important research. Planning for the

special anniversary will be underway soon and details will be communicated to the community.

2. Accreditations: The SMHS has several certifications underway as well as the preparations for the accreditation of several of our educational programs including the PA and the MD programs. The LCME accreditation process is long and arduous however it is important to get it right as it is what allows us to be a place that trains future MDs.

3. New Relationship with GW Hospital:

- As of August 22 and after 18 months of nervous negotiations, GW and the SMHS have a new agreement/relationship with our hospital partner. This is an agreement that will provide the resources for our medical enterprise to flourish in the long run and will appropriately fund our three missions.
- For the first time in the 27-year or so partnership, we have a new platform that will allow the academic medical enterprise to be successful based on an appropriately structured relationship that provides partnerships and alignment with our clinical missions that ultimately drive out clinical as well as our educational and research missions.
- Selling the university's partnership share in the hospital for approximately \$54 million has allowed us to invest in the future of the academic medical enterprise with the formation of 14 new endowed professorships, nine of which are committed to the SMHS. They will be used very strategically to expand our footprint in clinical care, education, and research. The remaining five are to be filled at other schools at GW under the oversight of the VP for Health Affairs.

4. Relationship with GW University: The medical enterprise is written into the university's charter however the GW Faculty Assembly is spreading misleading information because they do not understand our value. Having the MFA on the university's balance sheet is a good thing for the university since any association with an academic medical center is a positive one.

5. Reworking the MFA:

- The bulk of the clinical enterprise is at the MFA and with that in mind, we are undergoing a process that will help us identify areas of weakness and make timely, necessary changes that will improve our faculty practice, and help us to succeed in the long-

term. There have been many changes since COVID, but we are moving in the right direction – improving our operations and finances. The changes may not be obvious in our everyday lives, but eventually, everyone will see the benefits of the work that is being done.

- The loan from the university has helped to keep the MFA afloat and support the academic clinical enterprise and was facilitated by the fact that the university's financial position is very strong due in part to its alignment with an academic medical program that provides a bump in rating even in tumultuous times. We have executed a long repayment plan with the university because the SMHS is an autonomous organization that earns its share through tuition, research grants, and fundraising. There is a tremendous amount of work to be done and an equal amount of patience will be required to get through it and get it done.
- Amid the required restructuring and planning, there is the false narrative that we are dramatically losing faculty. In the past 12 months (Oct 1, 2021-Sept 30, 2022), 28 active, regular-status faculty have joined the MFA; and 40 active, regular-status faculty have departed. In the past two months (Sept & Oct), 8 active, regular-status faculty have joined the MFA and only 3 have departed. Within the SMHS, we've added 10 regular status and research faculty this year, and one regular, full-time faculty member has departed.

6. Washington DC and Cedar Hill:

- The SMHS has a unique position in DC and we are shifting our focus to serving our local community with the goal of becoming the premier healthcare provider in the nation's capital.
- Construction of the new hospital and ambulatory pavilion at Cedar Hill has begun and it will serve as the primary academic research and clinical care partner for UHS at these facilities including a new family medicine residency program on the campus.
- Timeline:
 - Groundbreaking was in February 2022
 - Ward 8 Urgent Care – ribbon cutting this Friday, October 7th
 - Urgent care in Ward 7 to open by the end of 2023 (likely sooner)

- Hospital to open in December 2024
- We are about to ramp up planning for Cedar Hill, starting with the hiring of an academic leader to oversee the project.

7. Academic Centers of Excellence:

- The new flow of funds expected from the revised partnership with the hospital will go towards sustaining the big integrated clinical care pillar that stands in between funds from discovery science, translational research, clinical trials, implementation sciences, and population health. The education, clinical and translations, and basic discovery science missions are also dependent on the clinical mission of any academic medical enterprise and the revenue that it generates. The more the SMHS can attract people from around the region, the country, and the world to come to us for certain elements of care, the more revenue it will generate to drive all our missions.
- The way to achieve this goal is to build centers of excellence such as the Cancer Center around other areas of opportunity such as cardiology, neurological disease, etc. Creating a link between the great science that we do and the great clinical care that we can provide will be very advantageous for the school.

8. Medical Enterprise Leadership Updates:

- The SMHS has welcomed some great new leaders since the last meeting.
 - MFA:
 - Interim MFA COO – **Pam McClain**
 - Executive Director for Operations, Dept of Medicine – **Meghan Smith**
 - Executive Director of Patient Access – **Hitan Kamdar**
 - SMHS
 - Director of Himmelfarb Library – **Laura Abate**
 - Interim Associate Dean for MD Admissions – **Ioannis Koutroulis**
 - Assistant Dean for Admissions – **Kevin Nies**
 - Associate Dean for Academic and Student Affairs – **Candace Johnson**

- Assistant Dean for Curriculum Management & Evaluation – **Laurie Lyons**

9. Anti-Racism Coalition (ARC) & Faculty Affairs Update – Yolanda Haywood, MD

- Dean Haywood began by giving kudos to Dr. Adam Friedman who has been named the senior editor and creator of a new dermatologic resource called the Full Spectrum of Dermatology. It is a diverse and inclusive atlas, one of the first that includes people with different skin colors, particularly those with darker skin, and something that our students have been clamoring for a long time. It is an ongoing project that is available for free online (<https://jddonline.com/project-atlas/>).
- Other kudos go to Dr. Asia Terry from the Department of Emergency Medicine who is the president-elect of the American College of Emergency Medicine Physicians, the first African American person to hold that prestigious position.
- ARC started with a steering committee and an executive committee which divided itself into groups based on the work it was doing. Now ARC is reformulating the work that it has done over the past two years into a guiding coalition made up of department faculty equity leaders, staff from the SMHS, and students from MD/PA/IBS and more programs to come. The coalition has representatives from nearly every single one of the 20+ departments at the SMHS and the first meeting is scheduled for October 19th.
- GW now joins the community of institutions that have abandoned the use of race-based GFR formula. This is quite a significant accomplishment for the school and ARC was at the forefront of that.
- The next book club discussion will be on Oct 18 at noon and Oct 19 at 5 pm. The featured book is Under the Skin by Linda Villarosa and it is about how racism affects health.
- There are a couple of new documents for promotion and tenure on the Appointment, Promotion & Tenure website. They are Areas of Career Focus that helps to clarify where to focus their work. The four areas are Equity, Community, and Population Health; Clinical Innovation & Expertise; Education/Administrative

Leadership; and Investigation. The document provides a nice summary of each area and provides examples of what kind of activities count towards promotion.

- The other document is one on Digital Scholarship. It is a collection of guidelines that give direction to faculty when it comes to how digital scholarship will be evaluated in the promotion process.
- New Faculty Orientation on Nov 11 from 7:30-9 am. New faculty should have received individual invitations.
- Faculty Awards Nominations are due on October 6th. The awards are Distinguished Service Award, Distinguished Teacher Awards, Diversity & Inclusion Award, and Distinguished and other Research Awards. The awards ceremony will be held on November 2nd at 4:30 pm in the SEH.
- Finally, nominations for the Executive Leadership in Academic Medicine Program (ELAM) opened on Oct 1. This is a premier program for women in academic medicine who are looking to be leaders, particularly deans and department chairpersons. Only two applications will be supported however anyone who wants to apply can do so.

10. MD Programs – Terry Kind, MD (presentation slides are appended)

- The Self-Study process of the LCME preparation has begun. The goal of the study is to determine if the school's MD program is in compliance with all standards and elements of the LCME and to promote self-evaluation by members of the medical education community.
- Steps of the self-study include the completion of a massive data collection instrument (DCI) and an independent student analysis (ISA). An analysis of the DCI, the ISA and other information sources follows as well as the creation of a summary report that identifies institutional strengths, challenges, and strategies to address those challenges.
- The Graduation Questionnaire (GQ), a survey administered by the AAMC is another information source and the SMHS had a reasonably good response rate. There was a decline in several areas including curriculum, satisfaction with medical

education, and responsiveness by student affairs and curricular deans.

- The Surgery clerkship continues to rank significantly lower than the national average though internal data shows steady improvement.
- More focus is needed on student support services, counseling, residency application, student tutoring, and overall student well-being as well as improving the learning environment which scored poorly as well.
- Several strategies to address these deficiencies are underway and include:
 - Communication plan
 - Career advising action plan
 - A collection of actions to enhance the curriculum
 - A new Office of Respectful Learning
- The new Regional Medical Campus at LifeBridge will be the future campus for year 3 and 4 students.

11. Welcome to New Faculty – Dean Bass

- A big welcome to all the new faculty who have joined the SMHS across all departments.

VII. Research Update – Robert Miller, PhD (slides appended)

- Research is a key pillar in the SMHS mission and as we emerge from a period of relative dormancy due to COVID, there's reason to be optimistic because we are on an upward trajectory and the future looks very bright.
- The research numbers are remarkable and it is thanks to the work that everyone puts in. The fact that the SMHS could grow its expenditures on grants by almost 20% is a testament to the hard work that people have put in.
- The number of investigators doing research has gone down a little bit but we are beginning to expand the research workforce starting with faculty searches in the Basic Sciences departments and the Cancer Center.
- In terms of clinical research, there is a new website for the Office of Clinical Research (<https://clinicalresearch.gwu.edu>) which links to GW Docs, the SMHS and provides an

opportunity to see what is happening whether a patient, a researcher, or an administrator.

- A boot camp for clinician investigators, a series of four workshops on how to operationalize biologic clinical trials at GW and CNH will take place over the next couple of months. Hematology/Oncology, Neurology, and Medicine.
- A new set of laboratories have opened up on the fourth floor of Ross Hall and are closing in on the opening in January 2023 of the new cell therapy unit. This unit will provide the opportunity for us to develop our own cell therapies and put them into use in our clinics.
- The Shared Equipment Committee led by Sally Moody is one of the resources that the SMHS provides in support of our investigators. There is a website on which researchers can look to see which equipment is available, who maintains it, and how one can get to use it. our core facilities and provide more stable staffing to support research.

VIII. GWU Faculty Senate Report – Robert Zeman, MD

- The presidential search is underway and currently at the accepting nominations phase with regular meetings between the Faculty Consultative Committee, the Executive Committee, and the Presidential Search Committee. There are many challenges ahead including the future of higher education and the consideration of the relative value of a GW education that the new president will have to confront once hired.
- The last Faculty Senate meeting introduced a great many administrative leadership changes including the announcement that Bruno Fernandez will take over Mark Diaz's position as Executive Vice President for Finance for the university.
- The Faculty Senate and the Executive Committee have been having discussions about the strategic priorities of the university and academic medicine is at the top of everybody's list of priorities along with other things that affect healthcare such as equity, social justice, data science, and sustainability which were all cited as priorities.
- The guiding document for shared governance by the GW Board and the Faculty Senate is very exciting, and part of the shared governance

of processes includes regular meetings between the Board and the Faculty Senate Executive Committee.

- There is continued debate in the Senate and within the Fiscal Planning committee about the MFA's finances and the relationship with the university. University leadership and Legal have made it clear that there are limits to what can be disclosed but the new relationship with UHS has fundamentally and positively changed things for the medical enterprise.
- Finally, the GW Faculty Assembly is an important part of the shared governance process yet there are continued efforts to disenfranchise MFA faculty and faculty from Children's and the VA. There is a task force that has been set up to advise one of the Faculty Senate committees on this issue and the general sentiment in the Senate is that the SMHS' faculty numbers will overwhelm the Faculty Assembly and so efforts will be made to limit that majority.

IX. Executive Committee Report:

The report of the Executive Committee was circulated in advance of the Assembly and is appended to these minutes.

X. New Business

- None

The meeting was adjourned at approximately 6:17 pm.

Respectfully submitted:

Nadia Cureton
Director, Faculty Administration



Upcoming Events & Deadlines

- ❑ **October 6, 2022** – Deadline for SMHS Faculty Award Nominations
- ❑ **October 11, 2022** – Promotion & Tenure Workshops
- ❑ **October 20, 2022** – Extended deadline for nominations for the Assistant Deans for Student Affairs Search Committee
- ❑ **November 2, 2022** – Faculty Awards Celebration

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SMHS Fall Faculty Assembly

October 3, 2022

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Agenda

I. Call to Order

Barbara Bass, MD, Vice President for Health Affairs and Dean, School of Medicine and Health Sciences; Chair, Faculty Assembly

II. Election of Parliamentarian (Professor Steve Charnovitz) - Barbara Bass, MD

III. Approval of March 7, 2022, SMHS Faculty Assembly Minutes - Barbara Bass, MD

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IV. Approval of Changes to the SMHS Rules & Procedures

Approval of Proposal to Add New Faculty Assembly Meeting Rules

This proposal requests a change in the SMHS Rules & Procedures **to count electronic presence towards quorum** and for the chair of the Faculty Assembly to announce in advance of every meeting, **the technology that will be used to conduct the votes and the timing for any votes to be cast.**

This proposal has been reviewed and endorsed by the Executive Committee of the SMHS Faculty Assembly

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V. Approval of Changes to the SMHS Rules & Procedures

Approval of Proposal to include the Regional Medical Campus in Standing Committees, the Executive Committee, and the Administrative Officers of the SMHS

This proposal requests a change in the SMHS Rules & Procedures to incorporate the **Regional Medical Campus into Sections V.B.1,3; X.B.a, d, f, and i; and XI.B.**

This proposal has been reviewed and endorsed by the Executive Committee of the SMHS Faculty Assembly



VI. Approval of Changes to the SMHS Guidelines for Appointment, Reappointment, Promotion, and Tenure

Approval of Changes to the SMHS Guidelines for Appointment, Reappointment, Promotion and Tenure

This proposal requests that for appointment or promotion in non-tenure-accruing positions, the candidate must be **assessed as excellent in two of the three academic achievement areas**, although some evidence of activity is expected in the remaining area.

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SMHS Faculty Assembly Dean's Report

October 3, 2022

Barbara L. Bass, MD

Vice President for Health Affairs

Walter A. Bloedorn Chair of Administrative Medicine
Dean, GW School of Medicine and Health Sciences

CEO, GW Medical Faculty Associates

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VI. Dean's Report

- ☐ Dean's Updates
- ☐ Anti-Racism Coalition & Faculty Affairs Update – **Yolanda Haywood, MD**
- ☐ MD Program Update – **Terry Kind, MD MPH**
- ☐ Welcoming New Faculty

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GW University Charter

The purposes of the University are:

1. To educate individuals in liberal arts, languages, sciences, learned professions, and other courses and subjects of study,
2. to conduct scholarly research and publish the findings of such research,
3. **To operate hospital and medical facilities,** and
4. to engage in any activity incidental to the foregoing purposes. Such purposes shall be accomplished without regard to the race, color, creed, sex, or national origin of any individual.

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Cedar Hill Regional Medical Center



JOIN MAYOR MURIEL BOWSER FOR THE

CEDAR HILL URGENT CARE

★ RIBBON CUTTING ★

📍 2228 MLK Jr. Ave SE Washington, DC

Friday, October 7
🕒 11:30am

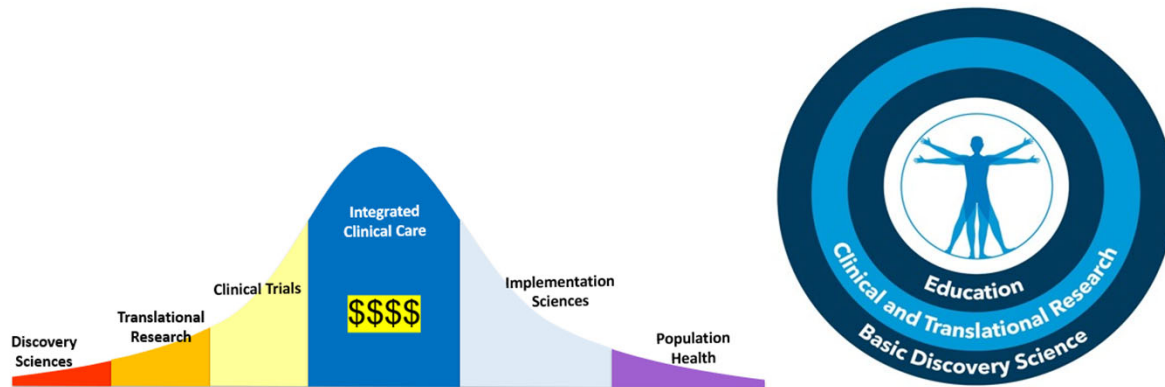


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Mayor Bowser and Universal Health Services Cut Ribbon on New Ward 8 Urgent Care Center.



New Centers of Excellence



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New Medical Enterprise Leadership



Pamela McClain

Interim Chief Operating Officer, MFA



Meghan Smith, MBA

Executive Director of Practice Operations,
Dept of Medicine



Hitan Kamdar, MBA, MS

Executive Director of Patient Access

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New Medical Enterprise Leadership



Laura Abate
Director of Himmelfarb Library



Ioannis Koutroulis, MD, PhD, MBA
Associate Dean of MD Admissions
(Interim)



Kevin Nies
Assistant Dean for Admissions

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New Medical Enterprise Leadership



Candice Johnson
Associate Dean for Academic
& Student Affairs



Laurie Lyons
Assistant Dean for Curriculum
Management and Evaluation

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Anti-Racism Coalition & Faculty Affairs Update

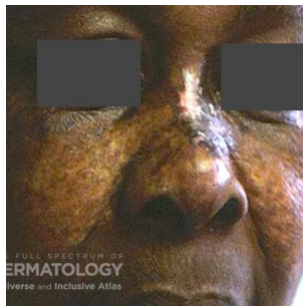
Yolanda Haywood, MD
Senior Associate Dean, Diversity & Faculty Affairs

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Kudos!

- Adam Friedman MD; Senior Editor
 - The Full Spectrum of DERMATOLOGY: A Diverse and Inclusive Atlas <https://jddonline.com/project-atlas/>



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Anti-Racism Coalition

- Guiding Coalition Established
 - Department Faculty Equity Leaders
 - Staff from SMHS
 - Students from MD/PA/IBS...more to come
- Race based GFR abandoned
- Book club discussion Oct. 18 at noon
 - Oct. 18 at noon
 - Oct. 19 at 5pm



SCAN THE QR CODE TO REGISTER



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FACULTY AFFAIRS UPDATES

NEW DOCUMENTS FOR PROMOTION AND TENURE

<https://smhs.gwu.edu/faculty/resources-faculty/appointments-promotions-tenure>

- [Areas of Career Focus](#)
 - Equity, Community & Population Health
 - Clinical Innovation & Expertise
 - Education/Administrative Leadership
 - Investigation
- [Guidelines on Digital Scholarship](#)

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Faculty Affairs Updates

- New Faculty Orientation - November 11 @ 7:30-9am
- Faculty Awards Nomination due Oct. 6th
 - Distinguished Service Award
 - Distinguished Teacher Awards
 - Diversity & Inclusion Award
 - Distinguished Research Awards
- Faculty Awards Celebration November 2 @4:30 in SEH
- Executive Leadership in Academic Medicine (ELAM)
 - Nominations open on Oct. 1

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MD Program Update

Terry Kind MD MPH
Associate Dean for Clinical Education
Professor of Pediatrics

Richard J. Simons, MD MACP FRCP
Senior Associate Dean for MD Programs
Professor of Medicine

Goals of LCME Self-study

1. To determine if the school's MD program is in **compliance with all standards/elements**
2. To promote **self-evaluation** by members of the medical education community

General Steps in the Self-Study

1. Completion of the **data collection instrument** (DCI) and the **independent student analysis** (ISA), and compilation of supporting documents
2. **Analysis** of the DCI and other information sources (AAMC GQ, ISA), by an institutional self-study LCME Steering Committee and creation of a **self-study summary report** that identifies **institutional strengths, challenges related to performance in accreditation elements, and strategies to address these challenges**

LCME site visit February 2024

AAMC Graduation Questionnaire 2022

- Administered in Spring of 2022
- Response rate
 - 2022: 160 students responded out of 168 = 95%
 - 2021: 158 students responded out of 163 = 96.9%
 - 2020: 149 students responded out of 171 = 87.1%

AAMC Graduation Questionnaire Summary

1. Overall, 2022 GQ shows **decline** in several key areas, especially curriculum, satisfaction with medical education, responsiveness to students by student affairs and curricular deans.
2. Surgery clerkship continues to rank significantly **lower** than national avg. Internal data shows steady improvement over last few years. Ongoing improvement efforts under way.
3. More focus on student support services, counseling, residency application, student tutoring and overall student well-being.
4. Learning environment showed declining scores that are well **below** national avg and prior years. More work to be done.

Action Plan to Address Specific GQ Deficiencies

Based on the GQ data and narrative comments from the graduating class...

- ✓ Some interventions have already been implemented based on real time feedback from our students

Communication Action Plan: Overview

You Said We Did (YSWD):

One page document that summarize in a table what request concern students brought to administration attention

Class Town Halls:

Every two months each class will have a general town hall meeting. Class leadership participates in agenda setting

Changed structure of town halls to allow:

Poll anywhere responses, Moderator who can field anonymous questions sent in by students.

Expanded ISA & GQ informational sessions

Proactive Email Updates of Results

2022 Graduation
Questionnaire
(GQ)

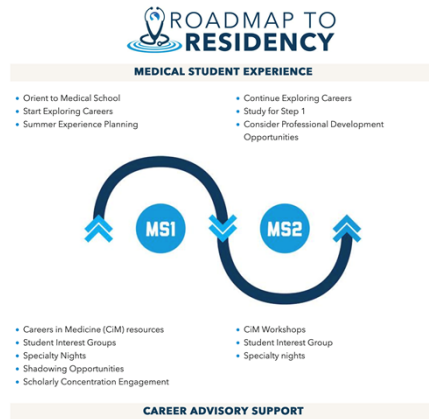
You Said.....
We Did.....

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MEDICAL STUDENT SERVICES					
What students said needed work:		What we did to change:			
Lower rating in regards to preparation for residency		Office of Student Affairs established Road Map to Residency advising series. This series covers a number of new implementations in residency application			
Lower rating in preparation and delivery of Medical Student Performance Evaluation (MSPE)		All seniors have direct 1:1 meeting of 45-60 min, to review and discuss the contents of MSPE.			
What students said needed work:					
MISTREATMENT					
What students said needed work:		What we did to change:			
High concern at rates of mistreatment during the clinical years of education		Established Office of Processualism with new director at 0.5 FTE. This office is charged with proactively addressing mistreatment in a confidential manner that protects students			

Career Advising Action Plan: Overview

- Semester group meetings with assigned advisory dean for M1 & M2
- Individual advisory meetings with assigned advisory dean M3 & M4
- Expanded Office Hours M4
- Centralized Staff member assigned to manage all Advisory dean schedules
- New Advising Website
- New Road Map to Residency Advising System



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Snapshot of actions to enhance the clinical curriculum

- **COVID's impact** on Class of 2022 was notable (delayed start, no electives, shorter clerkships, etc); for subsequent classes we resumed full length clerkships and electives. Newly allowing up to 5 missed clinical days due to COVID positivity without requiring clinical make-up for clerkships > 4 weeks
- New **sites** (Anne Arundel, Sinai, Martinsburg), plus improvement at current sites (PIW) and GWUH nursery
- Enhancements to **surgery clerkship**
- New **elective** opportunities: 9 new electives since 2020
- New **curricular** content: anti-racism, climate change, gun violence
- Non-clinical day before NBME on all clerkships
- **Conditional grade** due to non-passing of the NBME shelf exam on 1st attempt will be remediated to a Pass rather than to a Conditional-Pass
- New **Office of Respectful Learning Environment** – coming soon
- Further actions elucidated at Clinical Curriculum PHASE REVIEW 9/2/22

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Regional Medical Campus (RMC) update

- Planning for a potential future clinical year 3-4 campus
- A small cohort of students would be at the RMC for all courses/clerkships in year 3-4 (with a return to GW main campus for Transitions to Residency)
- Approved by LCME, Maryland, and Middle States

Regional Medical Campus (RMC) update

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Thank you to all who contribute to medical education!

faculty, community, staff, trainees,
coordinators, directors, sites, healthcare
professionals, patients, families,
advocates, leaders, educators, learners,
innovators, caregivers, researchers

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New FT Regular Faculty (March 1-Sept 30)

Anatomy & Cell Biology

Andrew Ferriby Assistant Professor

Anesthesiology & Critical Care

Medicine

Ioanna Apostolidou Professor
Tamanda Douglas Instructor
Eveline Mordehai Instructor
Marius Fassbinder Assistant Professor
Phayon Lee Instructor
Joseph Manley Assistant Professor
Ferenc Puskas Professor

Biomedical Laboratory Sciences

Graciela Lopez Gamboa Assistant Professor

Dermatology

Laura Boger Assistant Professor
Colleen Cotton Assistant Professor

Emergency Medicine

Emmeline Ha Assistant Professor
Natalie Sullivan Instructor

Genomics & Precision Medicine

Matthew Bramble Assistant Professor
Arthur Ko Instructor

Health, Human Function & Rehabilitation Sciences

Sarah Doerrer Assistant Professor
Tippi Geron Assistant Professor
Norman Gill Professor
Stephanie Hiser Assistant Professor

Medicine

Sumona Bhattacharya Assistant Professor
Manuel Cabrera Instructor
John Nohren Assistant Professor
Peter Caldwell Assistant Professor
Colleen Caldwell Assistant Professor

Neurology & Rehabilitation

Medicine

Fernando Mayor Basto Assistant Professor
Arnold Sansevere Assistant Professor
Sarah Wright Assistant Professor

Obstetrics & Gynecology

Ziad Hubayter Assistant Professor
Sarah Rahman Instructor
Matthew Waitner Instructor

Orthopaedic Surgery

Keyur Desai Assistant Professor
Robert Sterling Professor

Pathology

Benjamin Liu Assistant Professor

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New FT Regular Faculty (March 1-Sept 30)

Pediatrics

Kelli Baldwin	Instructor
Hannah Canty	Assistant Professor
Kelsey Donoho	Assistant Professor
Adriana Fonseca Sheridan	Instructor
Marcin Gierdalski	Assistant Professor
Nataley Jhingoeri	Instructor
Louise Pyle	Assistant Professor
Sandeep Sandhu	Instructor
Kathryn Stigliano	Instructor
Padma Swamy	Assistant Professor
Christina Wiedle	Assistant Professor

Physician Assistant Studies

Malwina Huzarska	Assistant Professor
Sawali Sudarshan	Assistant Professor

Psychiatry & Behavioral Sciences

Ellen Bartolini	Associate Professor
Marta Genovez	Instructor
Sivabalaji Kaliyamurthy	Assistant Professor
Noelle Wolf	Instructor

Radiology

Syed Anwar	Associate Professor
Thelma Lopes	Assistant Professor

Surgery

James Duncan	Assistant Professor
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New FT Research & Visiting Faculty (March 1-Sept 30)

- **Huai-Chin Chiang**, Biochemistry & Molecular Medicine
- **Craig Evans**, Clinical Research & Leadership, Visiting Assistant Professor
- **Evan Goldstein**, Pediatrics, Assistant Research Professor
- **Susannah Jenkins**, Physician Assistant Studies, Visiting Assistant Professor
- **Han Rae Kim**, Pharmacology & Physiology, Assistant Research Professor
- **Hannah Kinoshita**, Pediatrics, Assistant Research Professor
- **Jie Luo**, Microbiology, Immunology & Tropical Medicine, Assistant Research Professor
- **Sofia Perazzo**, Pediatrics, Assistant Research Professor
- **Yi Zhang**, Biochemistry & Molecular Medicine, Assistant Research Professor

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Fall 2022 Faculty Assembly: Research Update

Robert H. Miller, PhD
Vice Dean for Academic Affairs & Research

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Research: Our Path Forward

Research is a key pillar in the SMHS mission

- Basic sciences
- Clinical sciences
- Workforce
- Research space & core facilities

Today: Updates

- Grants by the numbers
- Office of Clinical Research
- Cancer Center
- Workforce Development

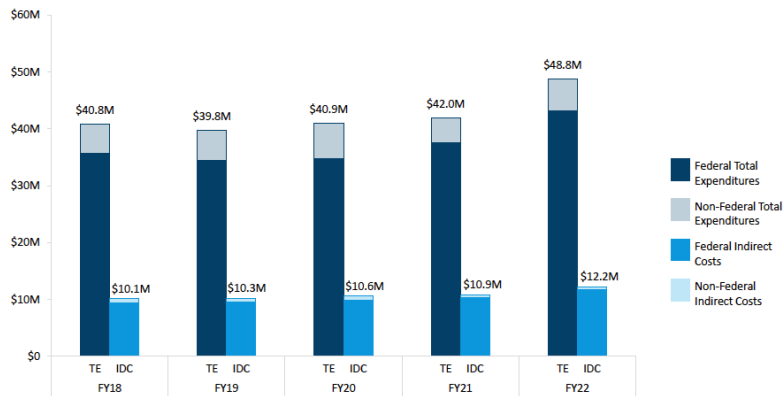
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Continued growth in research activity

Year-End Total Expenditures & Indirect Costs
Federal vs. Non-Federal—School of Medicine & Health Sciences



FY21 to FY22 Change:
 Total Expenditures: +16.4%
 Indirect Costs: +12.4%

FY22 to Three-Year Average Change:
 Total Expenditures: +19.4%
 Indirect Costs: +15.6%

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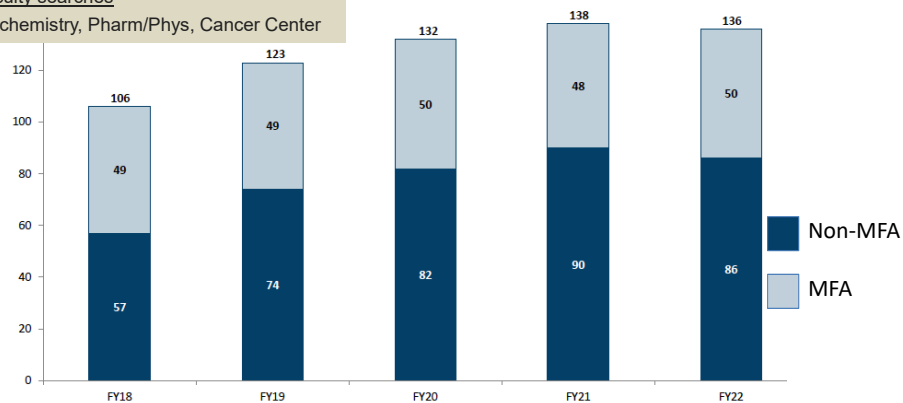
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Sustained research workforce

Chair searches
 Anatomy & Cell Biology
 Pharmacology & Physiology

Faculty searches
 Biochemistry, Pharm/Phys, Cancer Center



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Office of Clinical Research

<https://clinicalresearch.gwu.edu/>

We partner with faculty and cores to coordinate services for:

- Researchers, by assisting with study start up and quality
- Patients, by providing information on ongoing clinical studies
- Sponsors, by helping network GW investigators, compliance
- Training, Education and Resources

This centralized office serves as a resource for faculty and staff involved in clinical and translational research. The OCR is committed to providing clinical research education and ensure that operations, regulatory, compliance, and finances are properly managed. We collaborate with GW faculty and external partners to develop and launch innovative clinical research projects.

Linked to GwDocs
Clinical Research



Patients



Researchers



Sponsors & Compliance



Training & Education

Biostatistics

Regulatory

School of Medicine
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Bootcamp for Clinician Investigators

A series of four workshops on how to operationalize biologic clinical trials at GW and CNH.
An emphasis on available programs, templates, and resources.

Session 1. Thurs NOV 17, 12-2 pm (virtual)

Principal Investigator Responsibilities

Industry-sponsored or investigator-initiated studies
Investigators rely on trained clinical research staff
Investigators need to recognize conflicts

Protocol & Study Frameworks

Cohort discovery & databases
Protocol Builder/ OnCore
Investigational drug pharmacy-do-able

Breakouts: Institutional solutions to challenges

"How To Get Started as an Investigator in an Externally Sponsored Study"

Session 2. Thurs DEC 15, 12-2 pm (virtual)

Optimizing Roles on the Study Team

How the strengths of CRA and the investigator tie into the audit
Who is part of the Safety team?
Optimizing stakeholder input

The clinical trial contract

Budgeting and Contracts:
Standard of care testing vs research costs
Service biostatistics

Breakouts: Institutional Solutions to Challenges

Who pays for what? Standard of care and protocols for escalation

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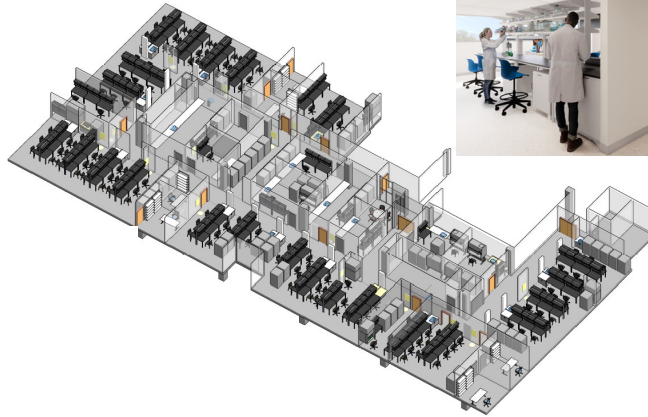
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Expanded research space- Open!

Biochemistry & Molecular Medicine
Ross 4th floor



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Cell Therapy Unit—January 2023

- Good Manufacturing Practice (GMP) facility
 - Collect, process, and release bone marrow samples for transplantation
 - Prepare novel cellular therapies, including cells, plasmids, and gene vectors

Hired the Director



- 1,600 sq ft
- Anteroom
- 2 cleans rooms
- Cellular Processing
- QA/QC space
- Infrastructure

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Shared equipment committee

<https://smhs.gwu.edu/research/research-toolbox/smhs-shared-equipment>

SMHS Shared Equipment

The availability of equipment for discovery and translational research is a hallmark of an outstanding research environment. These elements are evaluated on grant applications and are important for recruiting research active faculty, trainees and staff. See equipment and important contacts for each group:

Contact info
& locations

SMHS Shared Equipment - purchased and maintained by the SMHS & usage logged

SMHS Essential Equipment - maintained by the SMHS Office of Resource Management and Operations

DC CFAR Equipment - access restricted for HIV researchers

McCormick Genomic & Proteomic Ctr Software - purchased/ maintained by MGPC for SMHS

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Summary

Research is a key part of SMHS mission

- *Research Strategic Plan*
- *Clinical Research: Integration & Support*
- *Clinical Translational Science Award (May '23)*
- *Emphasis on excellence*



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Thank you!

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Agenda

VIII. GWU Faculty Senate Report

Robert Zeman, MD

IX. Executive Committee Report

Michael Bukrinsky, PhD, Chair

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AGENDA

X. New Business (time permitting)

XI. Adjournment – Barbara Bass, MD

