Response to UCFA Questions for the College of Human Medicine
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Administrative

1. Describe the administrative structure/organizational chart for your college in Grand Rapids
   a. The College of Human Medicine continues as one college, one dean, one set of college committees including the College Advisory Committee, Admissions Committee and Curriculum Committee, encompassing now two four-year campuses in East Lansing and Grand Rapids, and five two-year campuses (for the 3rd and 4th years of medical school) in Flint, Kalamazoo, Marquette, Saginaw and Traverse City.
   b. The organization chart is attached (Attachment A).
   c. Duplicate positions are those required to provide for a doubling of the class size, from 100 to 200 students. (For example, psychological services for students will be available in Grand Rapids as they are in East Lansing.) As of August 2010, 100 students will begin their medical education in both East Lansing and Grand Rapids, for a total of 200 students per class. These 200 students will have equal opportunity to complete their 3rd and 4th years of medical school in any of the seven campuses. In other words, we do not create a separate track for students according to campus location.

2. Describe how the faculty in your college were involved in formulating the administrative and academic structures in Grand Rapids.
   a. All plans for the administrative and academic structures in Grand Rapids, East Lansing and all of the campuses are reviewed by the College Advisory Committee, whose members represent all units of the college and who can engage their represented units for feedback.

3. Describe how administrative and academic leaders in Grand Rapids were recruited and selected.
   a. All university and college procedures and policies for hiring and appointing faculty are maintained. The process for appointment and review for promotion for non-MSU employees follows the college bylaws. The attached specify the criteria for both MSU and non-MSU employees. (See Attachment B.)
   b. Search committees are formed according to university procedures, are composed of faculty from across the college and university and always include consultation with or direct participation of our Chief Operations Administrator, who is responsible for human resources within the college. Attention to inclusion and diversity complies with all university guidelines and requirements. It is the responsibility of the Chief Operations Administrator to oversee this as well. We have one Chief Operations Administrator who oversees all campuses and reports directly to the Dean.

4. Describe how faculty in Grand Rapids interact with faculty in their academic departments on the East Lansing campus.
a. Faculty in the Grand Rapids campus and faculty throughout the seven-campus system participate in executing the educational program, curriculum development, faculty development, and governance of the department according to departmental bylaws. Faculty also collaborate in joint research efforts across campuses.

Faculty Governance
1. Describe how faculty in Grand Rapids are involved in the academic governance activities of their campus, college and university.
   a. Faculty in all campuses vote and participate in departmental governance according to departmental bylaws, which vary by department. They participate in college governance according to college bylaws. Through participation in all committees, College Advisory Committee, Admissions Committee and Curriculum Committee, as well as Student Performance Committees, faculty from all campuses participate widely in college affairs. Only MSU-employed faculty vote or participate in governance that pertains to university employees. (For example, only MSU-employed faculty vote on matters pertaining to employee benefits.)
2. Do the faculty in Grand Rapids operate under the existing bylaws of the College of Human Medicine?
   a. Yes

Faculty Recruitment
1. Describe the difference between prefixed, non-prefixed and tenure faculty.
   a. This is described in detail in Attachment B, which is part of the College of Human Medicine Faculty Affairs and Development website.
   b. The college uses the prefix "clinical" as in Clinical Professor, Clinical Associate Professor, and Clinical Assistant Professor. These faculty are not MSU employees and are primarily involved in the teaching mission of the college through precepting students in the clinical setting.
   c. Non-prefixed refers to the appointments of Professor, Associate Professor and Assistant Professor. All university employed faculty carry this appointment. Some non-MSU employed faculty also carry this appointment, according to the faculty approved college criteria. (See Attachment B)
2. Tenure system faculty
   a. All tenure system faculty are recruited and appointed according to department, college and university policies and procedures.
   b. Faculty participate in search committees, interviews, and review of portfolios for new recruits.
   c. Funding sources for tenure appointments may include all sources of revenue to the college and university. The obligation of the college and university to the tenured faculty member is consistent with university policies and procedures and is made without regard to source of funding.
   d. The expectation for instruction, research, creative and scholarly activities, and service are outlined in Attachment B. These are consistent throughout the college for all tenured faculty.
e. All tenure stream faculty are assigned a mentor and with the mentor participate in a rigorous faculty development program that emphasizes the demands of the tenure appointment and supports the decisions required to be successful in this path. To date, all faculty who participated in this program have successfully achieved tenure as the college strengthened the clarity and requirements of the promotion to tenure.

f. The annual review process for each tenured faculty member occurs according to department, college and university policies and procedures. This expectation is consistent throughout the college. The department chair typically establishes a schedule for reviews, meets with faculty to review expectations and performance, and provides a written review.

g. Merit salary increases are made according to department, college and university policies. Some departments have a process that includes faculty for determining merit raises. Others are based on the results of the reviews. All departments have faculty advisory processes to give the chair feedback on faculty evaluations.

h. The promotion and tenure review process is consistent with departmental, college and university policies and procedures throughout the college. Each department organizes a committee of faculty that reviews those eligible for promotion and/or tenure, gives recommendations to the chair, who gives recommendations to the college level promotion and tenure committee. The College RPT Committee, an elected committee of faculty, reviews all candidates and gives recommendations to the dean. The dean reviews all candidates and gives recommendations to the provost. The dean and the associate dean for faculty affairs present the portfolios of those recommended for promotion to the provost, vice presidents and associate provosts of the university.

i. The criteria for promotion and tenure appointment are described in Attachment B.

3. Non-prefixed faculty (without tenure)

a. The rationale for non-prefixed faculty is that legitimate, credentialed, creative, talented faculty who carry the full imprimatur of MSU are needed to teach medical students who are educated in many community settings across Michigan. The expansion to Grand Rapids results in doubling of the class size, adding 400 students to create an overall student body of 800 students when we are at full capacity in 2013. Four hundred of these students will receive their third and fourth year education in communities ranging from 60-400 miles distant from East Lansing. In addition to being our largest third and fourth year campus, Grand Rapids will have the additional responsibility of educating 200 first and second year students. It is not feasible or logistically possible to carry out this educational program relying entirely on faculty based in East Lansing. The university, college, faculty and students, regardless of placement across the state, deserve legitimate faculty. Our talented community campus faculty help to build the intellectual capacity of the University.
b. The responsibilities of the non-prefixed faculty in Grand Rapids are the same as those of all non-prefixed faculty of the college. East Lansing Health Professions track faculty are non-prefixed and, likewise, have the same responsibilities as all non-prefixed faculty. Non-prefixed faculty are typically involved in all aspects of the education of students. Faculty with prefixed, clinical appointments are typically involved in precepting students in the clinical environment.

c. Non-prefixed faculty are recruited by department chairs or by the associate dean for academic affairs in cooperation with department chairs to meet the needs of the education and research programs of the college.

d. The college has a 40 year history of non-prefixed appointments throughout the campus system. Prior to 2001, the criteria and process for such appointments were idiosyncratic and varied widely by department and campus. Since that time, the criteria have been clarified and approved by the faculty and CAC regarding appointments, expectations for promotion, process for appointments and renewal of appointments. This is overseen by the Associate Dean for Faculty Affairs and Development and the Chief Operations Administrator acting in the human resources role. Faculty who are not employed by MSU may apply for consideration of a non-prefixed appointment or be recruited to such an appointment, the adjudication of which is completed by the chair of the department and the Associate Dean for Faculty Affairs. Departmental RPT committees participate in recommendations for the rank requests for new positions above the rank of assistant professor. These are typically for two to three years and renewed with attention to continued eligibility per criteria of Attachment B.

e. Expectations for non-prefixed faculty in instruction, research, creative and scholarly activities are the same as for all non-prefixed faculty. Non-MSU employed, non-prefixed faculty do not have a service expectation determined by the college or department, but must show evidence of clinical quality for promotion.

f. The annual review process for each non-prefixed faculty member occurs according to department, college and university policies and procedures. This expectation is consistent throughout the college. The department chair, division chief or designee typically establishes a schedule for reviews meets with faculty to review expectations and performance and provides a written review.

g. Merit salary increases are provided only for MSU employed faculty, in the process described above for tenured faculty.

h. The promotion review process for non-prefixed faculty is consistent with departmental, college and university policies and procedures throughout the college. Non-prefixed faculty are reviewed in the same process or committee structure and on the same timeline over the course of an academic year that is used for tenured faculty. Each department organizes a committee of faculty that reviews those eligible for promotion, gives recommendations to the chair, who gives recommendations to the college level promotion committee. The college RPT committee reviews all candidates and gives recommendations to
the dean. The college RPT committee has representatives of all college tracks, including non-prefixed faculty who are non-MSU employees. The dean reviews all candidates and gives recommendations to the provost. The portfolios of non-prefixed faculty members who are non-MSU employees and those of the Health Professions Track are typically not presented to the provost, vice presidents and associate provosts of the university.

i. The College Advisory Committee is currently reviewing the roster of non-prefixed faculty to endorse voting privileges for these faculty, on a department by department basis. They expect to complete this work in the next few months. When endorsed, faculty on this roster will have voting privileges according to departmental and college bylaws. Non-MSU employed faculty do not receive benefits from MSU and do not vote on matters that pertain to employed MSU faculty. Through participation in all committees, Dean’s Advisory Committee, Admissions Committee and Curriculum Committee, as well as student performance committees, faculty from all campuses participate widely in college affairs.

4. Prefixed faculty

a. Prefixed faculty are typically recruited by the clerkship directors and active teaching faculty of the departments in the clinical settings of the educational program. They are selected by the clerkship faculty, the department chair or division chief and the associate dean for academic affairs.

b. Prefixed faculty are recruited and selected as described in 4a.

c. The expectations for prefixed faculty are typically focused on the education program, and primarily involve precepting students in the clinical environment. They do not have the same expectation for research, creative and scholarly activities as non-prefixed faculty. However, if they desire promotion within the prefixed rank, they will be promoted according to the criteria of prefixed faculty. See Attachment B.

d. The performance of the prefixed faculty in the education arena is assessed one to six times per year in the evaluation of the clerkship. This is conducted by a departmental faculty committee and the associate dean for academic affairs. Renewal of the appointment is contingent on meeting the criteria established in Attachment B, as adjudicated by the department chair, the division director and the associate dean for academic affairs.

e. Prefixed faculty do not have voting rights and do not receive benefits from the university.

f. Physicians who participate in the College of Human Medicine are expected to contribute to the college from the revenue stream generated by their corporations and institutions or through their clinical service work. This is consistent across medical schools of the country. Those physicians who are employed by MSU and reside in the East Lansing campus contribute through their clinical earnings as part of the MSU HealthTeam. The MSU HealthTeam makes a financial contribution to the college. Those who are not employed by MSU and reside in other communities, including Grand Rapids, also financially contribute to the medical school. The amount for the MSU HealthTeam employed physicians is a percentage based on the earnings of the
HealthTeam. The amount for those who non-MSU employed physicians and their institutions varies by community. These physician faculty do not receive salary or fringe benefits from the university. However, they make a financial contribution from their clinical earnings because they perceive a benefit to themselves and their community by being part of a medical school. This is often described as an enhancement in their ability to recruit and retain talented physicians in their communities by virtue of their involvement in medical education and research. The dollars received by the college are used to support the academic programs, the research programs and the administrative infrastructure of the departments and divisions.

An additional question was raised at the presentation of the college to the UCFA: do faculty “buy” appointments through their contributions? And further, how is reimbursement of government health programs to the groups related to faculty appointments?

Faculty do not buy appointments. All appointments are made according to departmental, college and university bylaws, policies and procedures as described above.

The State of Michigan, as did other states, took a step to increase access to care for those insured through Medicaid by creating an enhanced reimbursement for care that was made available to the physicians of the state who were 1) part of the medical schools of the state, 2) who agreed to increase access to those insured by Medicaid, and 3) who agreed to keep records and provide evidence of increased access and participation in the education of medical students and residents.

While participation in the state program is only open to physicians who have faculty appointments in a Michigan medical school, the CHM does not require physicians to participate in the state program in order to receive a faculty appointment. In fact, there are CHM faculty in our community campuses who have elected not to participate in the state program because they do not wish to meet the state program requirements.

The state program described above is entirely separate from the process by which physicians are appointed as prefixed or non-prefixed faculty to the College of Human Medicine.

Please do not hesitate to contact the Dean, Associate Deans or our College Advisory Committee Chair if we can provide any additional information or clarification.