AGENDA
ECU Board of Trustees
Health Sciences Committee
Thursday, September 22, 2011

I. Approval of Minutes (April 15, 2011)  Action

II. Health Sciences Division - Dr. Phyllis Horns  Discussion
   A. Health Sciences Division Overview – Dr. Phyllis Horns
      1. School of Dental Medicine Update

   B. Brody School of Medicine Update – Dr. Cunningham, Dr. Benson, & Mr. Jowers
      1. Basic Science Faculty Compensation Plan  Action
      2. ECU Physicians Financial Performance Update
      3. Updates: LJCC, Health Span, LCME, GME, UPL

III. Health Sciences Informational Updates  Information
   A. College of Nursing

   B. College of Allied Health Sciences

   C. Laupus Health Sciences Library
Health Sciences Committee  
ECU Board of Trustees  
April 15, 2011  
ECHI Conference Room  
1:30 p.m.

Board Members Present:

Steve Jones, Chair  
David Brody  
Ken Chalk  
Bob Greczyn  
Danny Scott

Other Present:

Nick Benson  
David Cistola  
Phyllis Horns  
Micki Jernigan  
Brian Jowers  
Peter Kragel  
Steve Lawler  
Cheryl Marsh  
Jon McGough  
Donna Payne  
Steve Thomas

Recorder: Christy Daniels

Call to Order and Approval of Minutes:

Mr. Jones called the meeting to order at 1:30 p.m. Mr. Jones read the conflict of interest statement required by the State Government Ethics Act. No conflicts were identified. The minutes of the February 24, 2011 meeting were approved.

PCMH Update:

Mr. Steve Lawler, President of PCMH, reported that PCMH was excited to be a sponsor of the College of Nursing’s 50th Anniversary Gala which was held this weekend. PCMH is probably “the hospital” in the State that has the most number of graduates from the College of Nursing. They are working with the BSOM to further develop the Graduate Medical Education (GME) enterprise – i.e., how it is put together, funding, and opportunities to expand it. Project updates include the Children’s Hospital’s groundbreaking in June 2011 and plans for a Pediatric ED (a dedicated space to care for children located within the ED). PCMH is also doing a lot of groundbreaking work on preparing for Health Care Reform in partnership with the BSOM.
College of Allied Health Sciences Update:

Dr. Stephen Thomas reported that 803 students are enrolled in allied health sciences degree programs as of Fall 2010 which is a 73% increase in student growth since 2001. 80% of allied health sciences graduates stay in NC for employment. The first time student certification pass rates continue to be positive. Programs with 100% pass rates are – Communication Sciences & Disorders, Occupational Therapy, and PA Studies. The College is creating a MS in Health Informatics and Information Management which will replace the BS program. Five new DE certificate programs have been developed. He gave a report on the CAHS Clinics – Speech, Language & Hearing clinic saw 7,938 patient visits per year (3 semesters); PT Clinic – 4,184 patient visits projected for 2010-11 and a second clinic will open in the new Family Practice Center. The number of grants submitted and awarded over the past 3 years has increased. A major research initiative is the Operation Re-Entry NC - which is in support of military personnel, veterans and their families. Total amount over a 5 year period to be received by ECU is $10.5M.

Health Sciences Division Update:

Dr. Phyllis Horns announced that Dr. Paul Cunningham was inducted this week into the American Surgical Association which is a very prestigious surgical organization and is by invitation only. She reported that the School of Dental Medicine is pleased that the first draft of the House budget and the Governor’s budget does include the operating money for the School and we are optimistic that this will move forward for approval. Faculty recruitment continues in the School of Dental Medicine. They are planning to announce sometime within the next 2-3 months the 5th learning service site which will be located somewhere in western part of the State.

BSOM Update:

Dr. Nicholas Benson reported that the American Academy of Family Physicians reported over the past 10 years that the BSOM is the #1 school for producing family physicians. The BSOM in the coming months will be creating opportunities to dialogue with the citizens of Eastern North Carolina to see how they can better meet their needs (i.e., clinical care, research, education, and public service). UHS has agreed to fund $3.4M for the remaining half of the cost for the roll out of the 5 remaining departments to Health Span. BSOM will match the other half. The Cancer Services Joint Venture launch date has been revised to June 13, 2011 due to the new regulations from CMS that were updated in December 2010. The new Family Medicine Center will open in the next 2 months. Mr. Jowers reported on the Upper Payment Limit. Negotiations with UNC and Wake Med were finalized and the wording was signed off and sent to CMS. They expect it to be approved in the next 90 days. Once approved upper payments retro to July 1, 2010 can be received. Mr. Jowers reported that the ECU Physicians financial performance is improving and they are very optimistic that a positive budget will be met by the end of the fiscal year.

With no further business, the meeting adjourned at 3:30 p.m.
I. INTRODUCTION

Recruitment and retention of highly qualified faculty is vital to the development and maintenance of a robust academic environment at The Brody School of Medicine (School). Faculty members in the Basic Sciences are important contributors through their participation in the teaching, research and service missions of the School. To maintain a high quality productive faculty, the institution must provide a competitive compensation plan that rewards faculty members for their activities, serves as a tool to encourage faculty productivity and maintains fiscally sound policies within the department and the School. Faculty covered by the plan includes all tenure-track and tenured faculty in the basic science departments and fixed term basic science faculty members except where such participation is inconsistent with the letter of appointment or contract. The revised plan outlined below for Basic Science faculty is intended to provide a tangible mechanism of rewarding exceptional contributions in research and teaching that benefit the School and its ability to meet its mission.

II. SUMMARY

The total annual compensation for each faculty member will consist of (1) the **academic base salary** and (2) a **temporary variable supplement**. For grant application purposes, the annual base compensation will be defined as the sum of the academic base salary plus the maximum potential variable component salary. The total annual compensation may increase or decrease from year to year, based upon the individual’s productivity in teaching or research, and must be consistent with Board of Governors and applicable ECU salary policies. The actual funding sources used to pay the individual components of a faculty member’s total compensation may vary in any given year.

III. DEFINITIONS AND PROCEDURES

**Academic base salary:** The academic base salary is a stable component of the total annual salary and will be defined at the time of hire using national benchmark compensation values such as those provided by the AAMC for rank and discipline. The academic base salary cannot be adjusted downward but may be increased using departmental funds when available. For most departments, these funds are provided through increases in state EPA funds accessible to the department through legislative increases. Increases in departmental EPA State funds will be allocated to individual faculty members by the chair in a manner deemed to be in the best interests of the department and consistent with fiduciary responsibility. Any changes in academic base compensation for a faculty member recommended by the chair must be approved by the Dean and Vice Chancellor.

**Temporary Variable Supplement:** Excellence in teaching, research, and service is expected from all faculty members. However, recognition of exceptional performance in achieving
productivity targets in the areas of scholarly activity and teaching is available through a temporary variable supplement salary component. The temporary variable supplement component is paid from funds derived from the Salary Recovery (SR) Program. For faculty in clinical departments who are eligible and elect to participate in the plan, funds to support the variable salary component will be derived from SR funds and will be subject to the same limitations as those for faculty in basic science departments.

**Purpose:** The temporary variable supplement is designed to provide successful faculty members with compensation that approaches national benchmarks. It is recognized that advancement through the academic ranks often occurs without adequate modification to compensation. Thus, it is important to provide an opportunity for successful senior faculty members to be adequately compensated in an effort to retain their contributions. A temporary variable supplement may also be used to reward extraordinary duties of a faculty member in teaching. Evidence of this can take many different forms, including, but not limited to, receipt of teaching awards, outstanding service as course director, or distinction at the state and national level. The temporary variable supplement for exceptional performance in education will not exceed the minimum temporary variable supplement available to faculty investigators who release salary through the SR program.

**Process:** Funds for the temporary variable salary component and associated fringe benefits will be derived from that portion of the SR funds available to the individual faculty investigator or, in the case of rewards for teaching, to the department. The temporary variable supplement to salary for an individual faculty member will be paid quarterly, after the quarter has ended and will be based on the faculty member’s percentage of state funded compensation recovered for that entire quarter. Grants must be funded for the entire quarter in order to contribute to the supplement. The temporary variable component of the salary will be consistent with any applicable regulations provided by the granting agency, the University or the University of North Carolina General Administration (UNCGA).

The variable supplement component of total compensation is a temporary adjustment in salary and not a modification to the individual’s academic base salary. It is also subject to the availability of funds provided through the SR program and available to the individual faculty member or, in the case of faculty rewarded for exceptional teaching, the department. To receive a temporary variable supplement, a faculty member must be employed by the University and reside in the same academic department where the outstanding performance was achieved at the time of payment.

**Salary Adjustments:** The total annual compensation can be adjusted upward or downward to be consistent with changes in grant funding, teaching performance and other responsibilities. Both the academic base salary and the temporary variable supplement can be adjusted annually. However, the academic base salary represents a stable compensation component so that reductions in salary will be accomplished through the temporary variable supplement component. For faculty receiving a temporary variable supplement component, the maximum possible reduction in the total salary for any one year will not exceed the amount of the variable component. These salary adjustments will apply barring changes in State funding or in ECU or UNCGA policy and requirements.
Eligibility for Participation in the Program: Faculty covered by this plan includes all tenure-track and tenured faculty in the basic science departments. This plan also covers fixed-term faculty members in basic science departments except where such coverage is inconsistent with the letter of appointment to University employment. New faculty members who are eligible participants are automatically enrolled in this plan and their academic base salary will be defined by contract at the time of their first appointment. Any temporary variable supplement component will be negotiated with the chair and approved by the Dean and Vice Chancellor or his/her designees.

Implementation Plan: Based upon current UNCGA and NIH guidelines, individual investigators can receive temporary variable supplements to their salary using the SR funds that are available to the investigator for that purpose. The portion of the SR funds used for this purpose will be based upon the percent of salary recovered as detailed below. These funds cannot be used to increase the base salary.

For departments that employ the plan as outlined in this document, no annual update is required in order to initiate the plan. If a department elects not to employ the plan described below, the department chair with the advice of faculty participating in the plan must submit a detailed specific plan to the Dean by May 1 for review and consideration of approval. The plan must describe the department’s specific approach to implementing the compensation arrangements to be used for the next year and the Dean must approve the use of this version of the plan.

The purpose of the SR program is to assist both the department and the investigator in the development and maintenance of successful programs in research, education and service. Therefore, this plan recommends that recovered funds be distributed equally between the department and the faculty member who generates them (i.e. 50/50 split in accounting for the funds). It is the prerogative of any faculty member to request that supplement payments be directed to support the research program of the laboratory in lieu of receiving temporary variable supplement payments. It is the responsibility of the department to manage the SR fund distribution and the Department Chair will be responsible for the administration of these funds. Approval for use of the funds will be the responsibility of the Dean or his/her designee in BSOM administration.

This plan incorporates a graduated performance scale to encourage greater salary recovery and to provide a uniform supplemental compensation plan. For individuals receiving a temporary supplement for outstanding research productivity the amount of the supplement will be limited by the total amount of funds available to the investigator through the SR program. Faculty members who contribute extraordinary effort to the teaching or service missions of the department will be eligible for a temporary variable supplement based upon the recommendation of the Chair to the Dean that is limited to 5% above their academic base salary.
IV. FORMULA-BASED TEMPORARY VARIABLE SUPPLEMENT COMPONENT

Maximum amount allowed is limited by the funds made available to the investigator based upon salary recovery as illustrated below.

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<tr>
<th>Total Aggregate Salary Recovered</th>
<th>Maximum Total Supplement Allowed</th>
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<td>15% but &lt; 25%;</td>
<td>5% above academic base salary</td>
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<td>or extraordinary teaching or service contributions</td>
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<td>25% but &lt; 35%</td>
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<td>35% but &lt; 50%</td>
<td>15% above academic base salary</td>
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<td>20% above academic base salary</td>
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Revisions to the Plan: The plan will be regularly evaluated to ensure that it is consistent with current guidelines and may be modified with consensus of the basic science chairs and approval of the Dean or his/her designee. Revisions to the plan may be recommended by the Basic Science chairs, who in turn may make recommendation to the Dean. If the Dean concurs with the recommended revisions, the approval of the Vice Chancellor for Health Sciences and Chancellor is required prior to implementing the revisions.

Approved:

Basic Science Chairs  June 28, 2011

Dean, Brody School of Medicine

Vice Chancellor, Division of Health Sciences

Chancellor, East Carolina University
- The College of Nursing has been re-designated as a National League for Nursing Center of Excellence for 2011-2015. The College was recognized for “Outstanding Achievements in Student Learning and Professional Development.” The first designation was from 2007-2011. Only 19 nursing schools in the nation have achieved this designation.

- Nurse-midwifery faculty members are providing consultation to colleagues at Garden City University in Kumasi, Ghana in West Africa to establish a nurse-midwifery program. According to our agreement, the College of Nursing will mentor the new program for five years and assist with curriculum, program structure and teaching methods. Additionally, two ECU faculty members will spend 2-3 weeks teaching in Ghana each summer. Future goals are to develop a student exchange program with Garden City University.

- 98% of first-time test-takers passed NCLEX-RN as of June 30, 2011. (222 test writers; 217 passed)

- Faculty from Nursing, Allied Health Sciences and BSOM received a $3,000 grant from the Oncology Nursing Society to form inter-disciplinary student interest groups to explore the study of oncology.

- Regionally Increasing Baccalaureate Nurses (RIBN) project is moving forward to allow students to concurrently enroll in a community college and ECU as they pursue their BSN. Student recruitment will begin during the 2011-2012 academic year.

- ECU’s Beta Nu Chapter of Sigma Theta Tau International Honor Society of Nursing will receive their 10th Key Award in October. The award honors chapters that excel in activities such as membership/retention; publicity/programming; professional and leadership development; and local, national and international collaboration.
This CAHS Highlight will focus on the recent losses of highly productive senior and promising faculty in the college which is impacting our teaching and research initiatives. Although there are a number of positive items that could be shared, in light of the ongoing budget crisis, this issue will receive priority.

Although only two faculty are being highlighted, Dr.'s Sherri and Tim Jones, this does not account for the one additional research/teaching faculty member in the Department of Communication Sciences and Disorders (Dr. Monica Hough) who is internationally recognized for her work in Aphasia. Monica accepted a speech pathology department chair position at Florida International University where we lost our former chair of the Department of Physical Therapy (Dr. Denis Brunt). CAHS also lost Dr. Michael Hartley to the University of Arizona where they offered both him and his wife (a PhD faculty member in English at Duke University) tenure track positions. Dr. Hartley was an outstanding and highly productive Assistant Professor in the Department of Rehabilitation Studies who also demonstrated great promise as a future researcher.

It is important to note that these faculty, mentioned in this introduction and in the bulleted section below, went to universities in states that have suffered greater budget reductions than North Carolina universities. At the same time, these universities are paying considerably more than our faculty are currently making at ECU, and in all cases, will have their moving expenses paid—including the move to the University of Arizona. All of these departing faculty stated they were leaving ECU because of years of no salary increases and declining financial support from the university as a result of harsh budget reductions—other university positions have now become more attractive. Unfortunately, this will not be the end of losses of talented faculty from the college and ECU as long as salaries and support dollars continue to decline or remain stagnant. Following is information on two of the most productive researchers in the history of the College of Allied Health Sciences: Dr’s Sherri and Tim Jones.

- Dr. Sherri Jones, the most productive faculty member in the Department of Communication Sciences and Disorders and the ECU College of Allied Health Sciences, has accepted the position of department chair in communication sciences and disorders at the University of Nebraska, one of the top programs in the country. She was offered the position of Associate Department Chair with a stipend in an effort to keep her at ECU but turned it down.

- She will truly be a loss to East Carolina University. Dr. Jones brought an infectious desire for discovery. She is the complete package of teacher, researcher, clinician and mentor.

- Sherri has achieved national recognition for her work, as seen by the many invited presentations at both the NIH, and The Jackson Laboratory. Her very
substantial extramural grant support ($1,634,147 as PI while at ECU) is a testimony to the esteem her work is held by others (including grant reviewers). It is especially impressive that she has managed to attract grant support in recent years, with the shrinking federal dollars, and increasing the number of submitted proposals, during a period of an ever decreasing percentage of funded grants.

- As an instructor, she received student teaching ratings of 6.1/7 when the Unit mean was 5.2/7.

- Three of her PhD students have won national research awards at ECU. One PhD student received a coveted R31 award from the NIH which is given to emerging potential scholars under recognized top mentors such as Sherri. This occurred while she also directed two post doctoral scholars.

- She received the Dean’s Award for Outstanding Research, College of Allied Health Sciences (ECU), August 2008.

- While accomplishing all these things she also established ECU’s first Vestibular and Balance Laboratory and Clinic. A portion of her clinic time is directed toward serving Wounded Warriors.

- In addition, Sherri is only the third faculty member to receive the honor of Fellow of the American Speech-Language-Hearing Association.

- Tim Jones, her husband, is also a recognized scholar in the area of animal vestibular research with more than $2,909,620 in NIH grant funds. He has also received over $1,000,000 in NASA research funds. He too will leave ECU to conduct research at the University of Nebraska with his wife, Dr. Sherri Jones—a spousal hire.

Current departments most threatened by the immediate loss of faculty to external positions include the Department of Biostatistics and the Department of Physician Assistant Studies.
Evelyn Fike Laupus

Evelyn Fike Laupus, widow of William E. Laupus, MD, died on July 15th, 2011. Born in Spartanburg, SC, Evelyn moved to Ahoskie, NC as a young child. She married Captain William E. Laupus, MD in 1948. The couple lived in New York City, Detroit, Augusta, GA and Richmond, VA before moving to Greenville, NC in 1975 when her husband, was named dean of the first 4-year medical school and the first Vice Chancellor of Health Sciences at ECU. Her most famous endeavor of that era was the founding of the “Pill Guild” a social and support group for faculty wives new to Greenville and ECU. As the medical school matured and more faculty wives held jobs in their own right, the need for the “Pill Guild” declined over time but the women who participated in those early years still speak of how much fun it was and of the fellowship and mutual support it provided.

The Allied Health Sciences Library was re-named the William E. Laupus, MD Library after Dr. Laupus retired from his post as dean. The couple continued to visit “his” library until his death. Evelyn was to have new and special roles in the life of the library after we moved to our new facilities. The Ji and Li Family Foundation made a gift to the library in her honor in 2006. The gift was in recognition of the help Dr. and Mrs. Laupus had provided to Drs. Ji and Li to come from the Peoples Republic of China to make a new life in Greenville. This enduring friendship was celebrated with the unveiling of a portrait of Evelyn Fike Laupus in the gallery that now bears her name. In 2010, she agreed to serve as honorary chairperson for the new Friends of Laupus Library group and remained in this role until her death.

Evelyn was a servant leader who loved ECU and the school that became the Brody School of Medicine. As a former nurse, she delighted in the growth and success of the College of Nursing and took great pride and satisfaction in knowing that work begun by her husband had come to mean so much for eastern North Carolinians. She resided in Greenville for the rest of her life, building a legacy of friendship and service to ECU and the community that made her beloved to all who knew her.

Memorial gifts in honor of Mrs. Laupus may be sent to Laupus Library, 600 Moye Blvd., Greenville, NC 27834.

Library Budget Cuts

Laupus Library was assessed cuts to our budget of $336,739 for FY 2012. In addition, we are not filling 4 SPA positions, made vacant through resignations, with hope of receiving some of the lapsed salary money from these vacant positions later in the year.
Savings will be achieved through cuts in the number of new books purchased for the library as well as deferring purchase of new equipment and technology. While this is not good for the library on a long term basis, deferring purchase of books this year will allow us to protect the purchase of journals and other databases critical to on-going research and clinical care support provided by Laupus Library. It will also help prevent loss of additional personnel through layoffs.

Renovations Update

Renovations to the Laupus Library were completed in time for the beginning of the fall semester. Additional electrical and data networking was added to the 2nd and 3rd floors. Seating for an additional 132 users was added on the 3rd floor as part of this project. Among the new spaces developed on the North/South wing of the 3rd floor are a second classroom, 9 “swing” rooms that can be used as either offices or group study rooms and an additional large-group conference room. Student Life will use four of the swing rooms as offices for advising and counseling health sciences students.

The computer lab on the library’s second floor was updated with new collaboration tables which replaced the original Individual carrels. These tables are designed for collaboration between students using computer and technology.

The construction of a canopy to shelter the entrance to the library into the atrium of the Health Sciences Building was delayed due to construction changes and costs encountered during work on the 2nd and 3rd floors. Assuming there are no further cuts to the library’s budget, plans call for completion of the canopy during FY 12.

Health Sciences Author Recognition

The library’s annual Health Sciences Author Recognition program is planned for November 15, 2011 at the Greenville Hilton. Underwritten by the Friends of Laupus Library and a generous gift from the Matthews Medical Book Company, this annual dinner brings DHS authors, their spouse/guest and members of the “Friends” and their spouse/guest together for an evening of fellowship and recognition of those health sciences authors whose scholarly work has helped expand and enhance the research reputation of East Carolina University in the previous year.

Friends of Laupus Library

Since libraries do not have alumni to whom they can turn for supplemental support, we depend upon our “friends”, individuals and corporations we have served in the past and who appreciate and benefit from our being the only academic health sciences library in eastern North Carolina. In these especially challenging times, Laupus Library needs all the friends we can possibly have. We hope you will consider joining the Friends of
Laupus Library and demonstrate your support for us through your membership. Established in 2010, annual membership in the Friends entitles the member and a guest to attend that year's Health Sciences Author Recognition dinner. Those individuals and corporations who join at the $1,000 membership level before June 30, 2012 will also receive special recognition as a “Founding Friend” on our donor wall and member publicity. Information about becoming a Friend can be found at
www.ecu.edu/laupuslibrary/frends/index.cfm.

MTS Renews Contract

Laupus Library’s Multimedia & Technology Service renewed its annual contract with University Medical Center (formerly PCMH) for videoconferencing and AV support services.

Laupus Library Welcomes:

Leslie Edwards, Administrative Support Specialist - Budget, Laupus Library Administration.