

**Team LIte Bulb**

# Recognizing Community Service at the University of Colorado School of Medicine

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# LITe BULB - **B**uilding **U**nderstanding in **L**eadership and **B**eyond (**BULB**)



As a team our motivation and journey –

**Motivation:** To see communities, especially at-risk populations, experience improved health and health care

**Journey:** To integrate Community Service efforts into our academic careers.



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# Development of our project idea



- We all are focused on an academic career
- We all have concerns over advancement and promotion
- We all have research interests focused on different health concerns
- We all are teachers
- Service is a core belief for all of us.
  - It comes at a cost to other endeavors



# Background: Mission Statement of CUSOM

The mission of the University of Colorado School of Medicine is to provide Colorado, the nation and the world with programs of excellence in:

- Education - through the provision of educational programs to medical students, allied health students, graduate students and housestaff, practicing health professionals and the public at large;
- Research - through the development of new knowledge in the basic and clinical sciences, as well as in health policy and health care education;
- Patient Care - through state-of-the-art clinical programs which reflect the unique educational environment of the University, as well as the needs of the patients it serves; and,
- Community Service - through sharing the School's expertise and knowledge to enhance the broader community, including our affiliated institutions, other healthcare professionals, alumni and other colleagues, and citizens of the state.

# Case Study: Dr. A.



- Associate Professor, Faculty Clinician, Internationally recognized expert in her field
- Female
- Mexican-American
- Leader in advocacy and community engagement
- Spearheading programmatic changes in her national medical society for diversity, equity and inclusion
- President of the Colorado chapter of a national nonprofit devoted to health disparities, health professional training and education

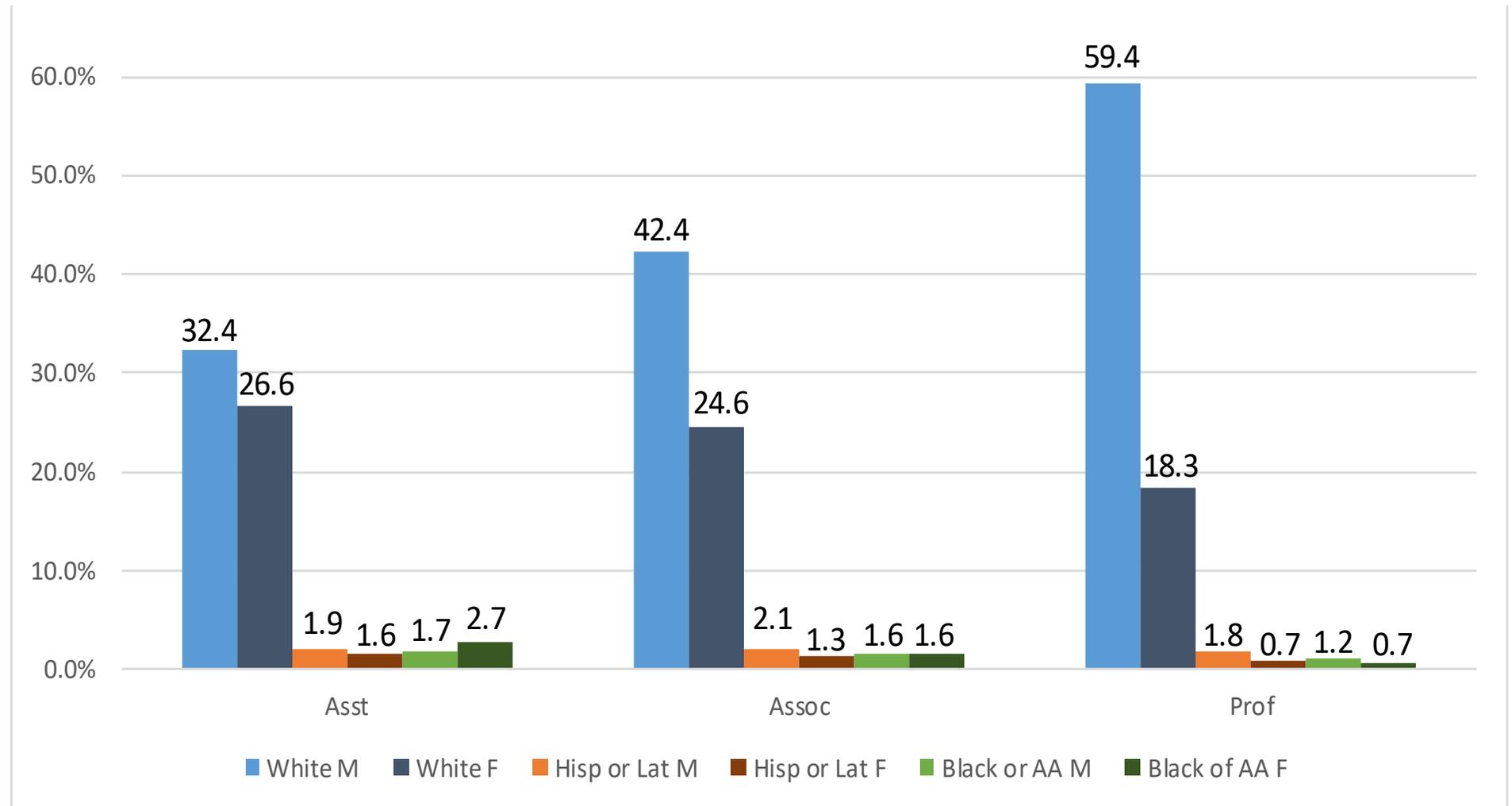
Dr. A continued:



- Despite these extensive and valuable endeavors she has no university approved deliverables to contribute to her dossier.
- Barrier to promotion to full professor
- Now being actively recruited by multiple high profile medical centers outside the state
- Dr. A is not alone...

# Potential concern for diverse faculty

U.S. Medical School Faculty by Sex, Race/Ethnicity, and Department (AAMC 2017)



# Recognizing Excellence in Community Service: A CU School of Medicine Opportunity

- Key questions –
  - How does CUSOM currently recognize community service?
  - What currently exists on campus to support community service?
  - How do other institutions consider community service and engagement?
  - Should more recognition of community service and engagement be incorporated into the promotion matrix?
  - What should we consider in the future?

# Project Objectives

- ***Understand*** the promotion process for community service based on available CUSOM-specific and national data.
- ***Engage*** key stakeholders to understand resources for meaningful community service by CUSOM faculty.
- ***Propose*** strategies to improve recognition of community service at CUSOM.

How does CUSOM currently recognize community service?

# Current CUSOM Promotion process

## Promotion to Associate Professor:

### Meritorious performance in all:

- Teaching
- Scholarly activity
- Service/clinical activity

### Excellence in one:

- Teaching
- Research
- Clinical activity

## Promotion to Professor:

### Meritorious in:

- Teaching
- Service/clinical activity

### Excellence in two:

- Teaching
- Research
- Clinical activity

### Excellence in:

- Scholarly activity

# SERVICE

## Meritorious

Service on committees or task forces within the program, division, department, school, campus or university.

Service to local, state, national or international organizations through education, consultation or other roles.

# How can we

Significant involvement in health care advocacy, community service or outreach, community-based participatory research programs, or other activities that shape public policy on health care or that address health disparities.

# Service?

Service as an article reviewer for clinical, educational or scientific journals.

## Excellent

Regularly assumes greater than average share of administrative responsibilities, including service to the School, University, professional discipline or community.

Appointment to leadership positions within the institution, such as: chair of a committee; faculty officer; program director; course or curriculum director; academic clinical coordinator; or membership on major decision-making School of Medicine or Anschutz Medical Campus committees.

Service as an officer or committee chair in clinical, educational, scientific or nonprofit organizations.

professionalism or educational technology.

Service as a member of a scientific study section, or service as an editor or editorial board member of a professional or scientific journal.

Appointment to leadership positions dealing with scientific, health care or educational issues at the local, state, regional, national or international levels.

Service awards from the University or from a local, national, or international organization (civic, scientific or professional).

# Engagement of key stakeholders

- 28 stakeholders were interviewed
  - Promotion committee members
  - Leaders within SOM, Academic Affairs, Office for Advancement, Community Engagement, CU office of Gov't Relations, Office of Communications, CU state lobbyist and CU Denver.

What did our stakeholders say?

# Common themes among key stakeholders

“No one has trouble getting promoted based on service.”

“Service is something we all should be doing just by being here.”

“People have tried this before, it hasn’t worked.”

“Focus on the gap between service and recognition as scholarship.”

“This is a systemic issue. The culture needs to be challenged.”

“Focus on amplifying service rather than watering down promotion.”

# What are other universities doing to promote service?

Structured review of promotion criteria using a sample of medical schools comparable to CUSOM

# Approach Used by Other Medical Schools

- Reviewed promotion criteria for 19 outside institutions
  - Top-10 medical schools (funding or academic rank)
  - Institutions matching rank with CU in research
- Most consider service important
  - “Service” was *rarely* operationalized but most often includes serving on committees or having administrative roles
- Most do not recognize Excellence in Service
  - Only two institutions (Emory and University of Alabama) explicitly allow faculty to pursue Excellence in Service
  - No long-term data on impact of service on their faculty satisfaction and retention

# What exists on campus to support community service?

Current CUSOM resources and systems to support meaningful community service and engagement

# CU Resources for Community Service

 University of Colorado Boulder



**Office for Outreach and Engagement**

  Colorado Clinical and Translational Sciences Institute (CCTSI)  
UNIVERSITY OF COLORADO DENVER | ANSCHUTZ MEDICAL CAMPUS

 **Community-Campus**  
PARTNERSHIP 

 **CU in the Community**  
UNIVERSITY OF COLORADO DENVER | ANSCHUTZ MEDICAL CAMPUS

 University of Colorado  
Colorado Springs

**Center for Civic Engagement and Service**

 **School of Medicine**  
UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

 **ACCORDS**  
ADULT AND CHILD CONSORTIUM FOR HEALTH OUTCOMES  
RESEARCH AND DELIVERY SCIENCE  
UNIVERSITY OF COLORADO | CHILDREN'S HOSPITAL COLORADO

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# What should we do differently?

*Propose* goals and map critical next steps to improve recognition of excellence in community service at CUSOM.

# Opportunities



CU will become be the leader in Community Service, supporting the health of diverse populations through broad engagement of students, faculty, donors, and community partners:

- More equitable promotion process
- Increase retention of diverse faculty
- Enhance career satisfaction and well-being
- Promote trust of CUSOM by the community
- More referrals from our clinical partners

# 1-Year Strategies

1. Disseminate information about existing CU Resources for Community Service
2. Use the Faculty Climate Survey to measure perceptions of recognition, and support, of Community Service
3. Retrospectively review promotion dossiers for professors across Departments/Schools for evidence of Community Service within any matrix
4. Offer “mid-point” reviews for Associate Professor to Full Professor transition, including emphasis on how to recognize Community Service

# 2-4 Year Strategies

1. Incorporate existing service excellence benchmarks into the Clinical, Research and Teaching matrices
2. Adapt an Office of Community Service for the Anschutz Medical Campus (based on other programs)
3. Expand grant funding to promote Community Service
4. Expand faculty development via training and mentorship
5. Develop a long-term institutional strategy for investing in Community Service

# 5-Year Strategies

1. Recognize the Excellence in Service matrix for promotion to Full Professor
2. Expand CUSOM example to inform expansion to CU Anschutz
3. Study outcomes of faculty-led Community Service and impacts of faculty recruitment, retention, promotion and career satisfaction

CUSOM and their faculty  
will be the national  
leader in the  
Community Service

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# Model for Outreach Funding at CU-Boulder

- Internally funded, competitive, peer-reviewed grants
  - Outreach Awards
  - Community Impact Grants
  - Micro Grants
- Awards also serve as recognition of excellence in community engagement
- Office also maintains a directory of other funding resources that support community engagement



## **Outreach Awards**

- Supports substantive faculty-led outreach and engagement projects
- Up to \$24,000 (group), \$9,000 (individual)
- Deadline: 4/12/19
- For CU Boulder faculty
- Awarded by CU Boulder Outreach Committee

***Online submission form  
opens 3/11/19***