

## **ABSTRACT: 2019 ELAM Institutional Action Project**

**Project Title:** Increasing Participatory Governance within the College of Medicine

**Name and Institution:** Donna Kern, MD, Medical Univ of South Carolina College of Medicine

**Collaborators and Mentors:** Ray DuBois, MD, PhD, Kris Helke, DVM, PhD, Lynn Schnapp, MD

**Topic Category:** Administration

**Background, Significance of project:** The Medical University of South Carolina College of Medicine (COM) is governed under a longstanding, traditional set of bylaws that has remained largely unmodified over time despite changes in the organization of institution and in the relationship of the college to the health system. The dean, appointed 2 years prior, had identified areas for improvement in the description and design of the committees, the committee governance and reporting structure, and the processes for faculty engagement and participation in decision-making. Consensus exists (dean, college administrators, and faculty) for the need to re-examine and redesign the bylaws and committee infrastructure for the college.

**Purpose/Objectives:** Develop new college bylaws, including a new, functional committee governance structure, that (1) facilitate robust faculty participation in effective decision-making processes that advance the key missions of the college, and (2) provide optimal fit for the contemporary relationship of the COM to the integrated MUSC Health System (hospital and faculty practice plan).

**Methods/Approach/Evaluation Strategy:** The dean appointed leadership to launch the COM Bylaws Initiative, and issued an invitation for faculty members from all departments, ranks, and tracks to apply or nominate a peer to participate. Fifty-five (55) faculty members volunteered/were nominated, representing 13 (72%) of the clinical and 7 (100%) of the basic science departments. Four domain committees (research, education, faculty and clinical) were formed. Domain committees reported to a bylaws parent committee comprised of appointed and at-large faculty members. Bylaws and governance structures from AAMC academic health centers were studied for fit with intended goals. Selected elements were collated and shared; a master list of common standing committees and charges was mapped against existing committees, producing a list of needed “core committee functions.” The parent and domain committees finalized a draft proposal for a governance structure. Evaluation includes measures of faculty satisfaction and engagement.

**Outcomes/Results:** Presentations to the dean, the chief physician executive of the faculty practice plan and the hospital administration produced favorable responses and additional input. Five new, freestanding committees were proposed to meet the core functions, including a COM faculty council with representation from each department. Drafting of the bylaws document and the new/revised committee charters is underway. Pending approvals, the goal for the launch of the new governance structure is August 2019.

**Discussion/Conclusion:** The project has the potential to increase faculty participation in decision-making processes; increased engagement would ideally lead to an increased sense of ownership in the college’s success and its ability to advance its missions. Structured, robust faculty participation will also help support strategic initiatives and institutional succession planning.

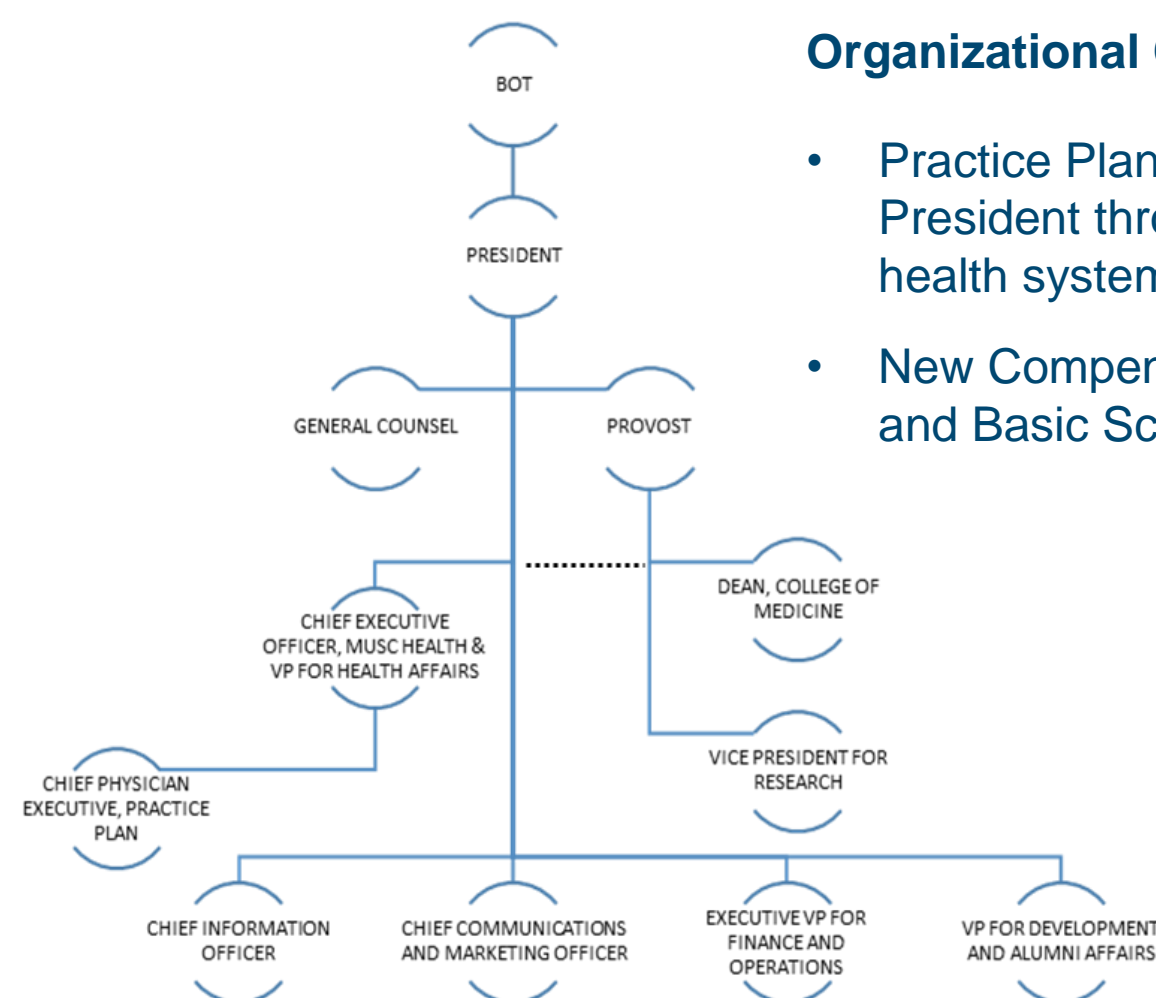
Donna H. Kern, MD, Medical University of South Carolina

Collaborators: Ray DuBois, MD, PhD; Kris Helke, DVM, PhD; Lynn Schnapp, MD

## BACKGROUND

The MUSC College of Medicine (COM) bylaws have remained largely unmodified over time despite leadership and organizational changes.

The COM dean, appointed two years prior, identified areas for improvement in the committee governance and reporting structure, as well as the processes for faculty engagement and participation in decision-making.



### Organizational Changes

- Practice Plan now reports directly to the President through the CEO of the health system
- New Compensation Plans for Clinical and Basic Science Departments

## OBJECTIVES

Revise the COM bylaws and renovate the committee governance structure to do the following:

- ✓ facilitate robust faculty participation in effective decision-making processes that advance the key missions of the college
- ✓ provide optimal fit for the contemporary relationship of the COM to the integrated MUSC Health System (hospital and faculty practice plan)

## METHODS

### COM Bylaws Initiative Launch - AUG 1

The dean appointed leadership (D. Kern) to oversee the COM Bylaws Initiative.

**Fifty-five (55) faculty members** volunteered or were nominated representing 13 (72%) of the clinical and 7 (100%) of the basic science departments. . .



Figure 2. COM Bylaws Initiative Committees

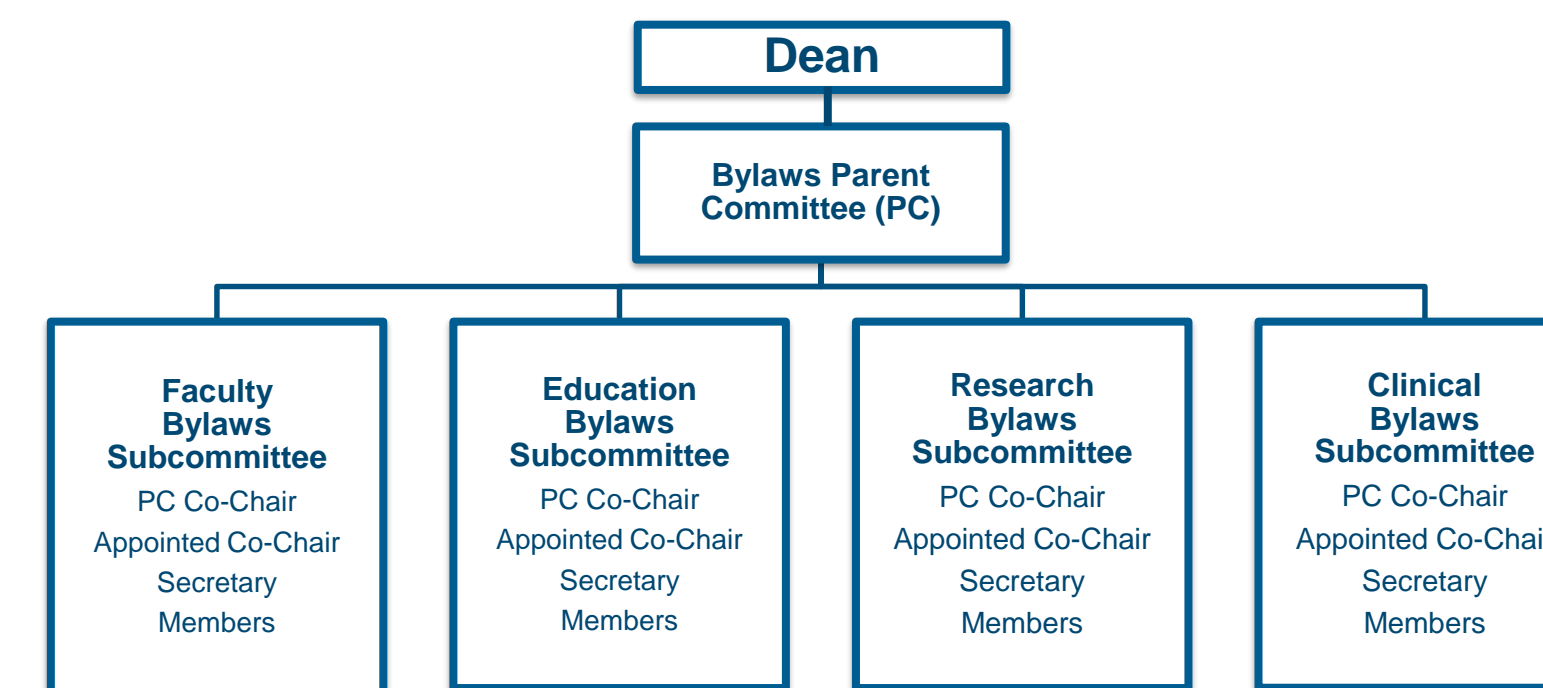


Table 1. Evolution of Bylaws Timeline

• JULY 2018	Dean appoints key leadership of the COM Bylaws Initiative
• AUG 2018	Bylaws Initiative launched with open call for participation by all faculty members
• SEPT 2018	Bylaws Parent Committee and Four Subcommittees established
• DEC 2018	Study of AAMC AHC bylaws and governance structures completed
• JAN 2019	Mapping Retreat held to identify common standing committees
• MAR 2019	Dean approves draft proposal of new governance structure
• APR 2019	Bylaws draft constructed; charters are being created for five new committees
• MAY 2019	Dean + MUSC General Counsel review draft of new Bylaws /COM Faculty Council
• JULY 2019	Bylaws draft approved. Open call for faculty to participate in new committees

## EVALUATION MEASURES

- Faculty satisfaction with committee participation opportunities and transparency about nomination and election process
- Faculty engagement measures
- Number of faculty nominated/elected as at-large members on standing committees
- Number of departments represented on standing committees
- Number of mapped core areas addressed by new governance structure

## OUTCOMES

- Revised draft of COM Bylaws completed.
- Revision of COM committee governance structure to include 5 new standing committees:
  - COM Faculty Council with representation from all departments.
    - Faculty Council Directors Committee
    - Nominations and Elections Committee
  - Professionalism Committee
  - Diversity and Inclusion Committee
  - Expansion of the Dean's Advisory Committee

## CONCLUSIONS

- Project Impact: strong potential to increase faculty engagement and ownership in the college's success in all three areas of the mission.
- Professional Growth Areas: increased understanding of organizational dynamics in a complex, evolving health system; increased ability to work with stakeholders across the institution.