Mission/Purpose
The mission of the Office of Faculty Affairs and Development (OFAD) is to support School of Medicine faculty in their academic growth from recruitment to emeritus status. This mission is achieved through instituting and sustaining systems and processes related to faculty life, governance, development and appreciation.

Other Outcomes/Objectives, with Any Associations and Related Measures, Targets, Findings, and Action Plans

O/O 1: Faculty Recruitment/Retention
To recruit highly qualified, diverse and collegial faculty who are encouraged and supported in their growth of a long-term academic career at Texas Tech University Health Sciences Center (TTUHSC), School of Medicine (SOM).

Relevant Associations:

Standard Associations:

LCME

3.3 Diversity/Pipeline Programs and Partnerships. A medical school has effective policies and practices in place, and engages in ongoing, systematic, and focused recruitment and retention activities, to achieve mission-appropriate diversity outcomes among its students, faculty, senior administrative staff, and other relevant members of its academic community. These activities include the use of programs and/or partnerships aimed at achieving diversity among qualified applicants for medical school admission and the evaluation of program and partnership outcomes.

4.1 Sufficiency of Faculty. A medical school has in place a sufficient cohort of faculty members with the qualifications and time required to deliver the medical curriculum and to meet the other needs and fulfill the other missions of the institution.

7.6 Cultural Competence/Health Care Disparities/Personal Bias. The faculty of a medical school ensure that the medical curriculum provides opportunities for medical students to learn to recognize and appropriately address gender and cultural biases in themselves, in others, and in the health care delivery process. The medical curriculum includes instruction regarding:

• The manner in which people of diverse cultures and belief systems perceive health and illness and respond to various symptoms, diseases, and treatments.
• The basic principles of culturally competent health care.
• The recognition and development of solutions for health care disparities.
• The importance of meeting the health care needs of medically underserved populations.
• The development of core professional attributes (e.g., altruism, accountability) needed to provide effective care in a multidimensionally diverse society.

Strategic Plan Associations:

H. SCHOOL OF MEDICINE
1.3.1 Continue recruitment efforts intended to increase the diversity of the applicant pool targeting the makeup of West Texas to include underrepresented minorities, residents of rural areas, and economically disadvantaged students.

4.4 Improve the recruitment, development and retention of faculty.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
1.4 Prepare health professions students for an increasingly diverse workforce and patient population.
2.13 Conduct targeted efforts to recruit and retain outstanding and diverse students, faculty, and staff.

**Related Measures:**

- **M 1: Faculty Database/Recruitment & Retention**
  - **Target:** Findings (year) - Target: Met/Partially Met/Not Met

**O/O 2: Faculty Engagement-Development**

To achieve faculty involvement in the life of the school through personal and professional development activities, and providing feedback and communication related to institutional improvement.

**Relevant Associations:**

**Standard Associations:**

- **LCME**
  - **4.4 Feedback to Faculty.** A medical school faculty member receives regularly scheduled and timely feedback from departmental and/or other programmatic or institutional leaders on his or her academic performance and progress toward promotion and, when applicable, tenure.
  - **4.5 Faculty Professional Development.** A medical school and/or its sponsoring institution provides opportunities for professional development to each faculty member in the areas of discipline content, curricular design, program evaluation, student assessment methods, instructional methodology, and or research to enhance his or her skills and leadership abilities in these areas.

**Strategic Plan Associations:**

- **H. SCHOOL OF MEDICINE**
  - 4.3 Work to streamline the processes for hiring and evaluating faculty.
  - 4.4 Improve the recruitment, development and retention of faculty.
  - 4.5 Develop opportunities for more inter-campus faculty and resident interaction and development.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER**

- 1.1 Train competent health professionals, scientists, and educators.
- 2.9 Strengthen faculty and staff expertise through support of individualized professional development.

**Related Measures:**

- **M 2: Faculty Database/New Faculty Orientation**
  - **Target:** Findings (year) - Target: Met/Partially Met/Not Met

- **M 3: Faculty Database/CME & Development**
  - **Target:** Findings (year) - Target: Met/Partially Met/Not Met

- **M 4: Faculty Database/Evaluations**
  - **Target:** Findings (year) - Target: Met/Partially Met/Not Met

**O/O 3: Faculty Engagement-Governance**

To achieve faculty involvement in the life of the school through participation in governance and growth initiatives, and providing feedback and communication related to institutional improvement.

**Relevant Associations:**

**Standard Associations:**

- **LCME**
  - **1.3 Mechanisms for Faculty Participation.** A medical school ensures that there are effective mechanisms in place for direct faculty participation in decision-making related to the medical education program, including
opportunities for faculty participation in discussions about, and the establishment of, policies and procedures for the program, as appropriate.

4.6 Faculty/Dean Responsibility for Educational Program Policies. At a medical school, the dean and a committee of the faculty determine programmatic policies.

10.3 Policies Regarding Student Selection/Progress and Their Dissemination. The faculty of a medical school establish criteria for student selection and develop and implement effective policies and procedures regarding, and make decisions about, medical student application, selection, admission, assessment, promotion, graduation, and any disciplinary action. The medical school makes available to all interested parties its criteria, standards, policies, and procedures regarding these matters.

Strategic Plan Associations:

H. SCHOOL OF MEDICINE

4.1 Evaluate the structure of the Faculty Council Executive Committee.
4.2 Continue the development and management of school-level policies and procedures.
4.3 Work to streamline the processes for hiring and evaluating faculty.
4.6 Strengthen the accountability of regional deans, department chairs, administrators, and associate/assistant deans.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

1.6 Operate the TTUHSC as an efficient and effective institution.
2.14 Refine business, technological, and other administrative processes to maximize efficiency.

Related Measures:

M 5: Dean/Chair Faculty Satisfaction
Target:
Findings (year) - Target: Met/Partially Met/Not Met

M 6: Faculty Database/Committees
Target:
Findings (year) - Target: Met/Partially Met/Not Met

M 7: Faculty Meetings
Target:
Findings (year) - Target: Met/Partially Met/Not Met

O/O 4: Faculty Achievement

To foster, confirm and appropriately recognize accomplishments by faculty in the areas of teaching, scholarship, patient care and academic service.

Relevant Associations:

Standard Associations:

LCME

4.2. Scholarly Productivity. The faculty of a medical school demonstrate a commitment to continuing scholarly productivity that is characteristic of an institution of higher learning.

Strategic Plan Associations:

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

1.6 Operate the TTUHSC as an efficient and effective institution.
2.5 Provide leadership in the development of partnerships and collaborations.

Related Measures:

M 8: Faculty Database/Awards & Recognition
Target:
Findings (year) - Target: Met/Partially Met/Not Met

M 9: Tenure & Promotion Spreadsheet
Target:
Findings (year) - Target: Met/Partially Met/Not Met
**M 10: Digital Measures/Grants & Scholarship**
**Target:**
**Findings (year) - Target: Met/Partially Met/Not Met**

**O/O 5: SOM/Administrative Operations**
To effectively oversee the administrative operations of the School of Medicine (SOM) related to faculty affairs and development.

**Relevant Associations:**

**Standard Associations:**

**LCME**

1.2 Conflict of Interest Policies. A medical school has in place and follows effective policies and procedures applicable to board members, faculty members, and any other individuals who participate in decision-making affecting the medical education program to avoid the impact of conflicts of interest in the operation of the medical education program, its associated clinical facilities, and any related enterprises.

4.3 Faculty Appointment Policies. A medical school has clear policies and procedures in place for faculty appointment, renewal of appointment, promotion, granting of tenure, remediation, and dismissal that involve the faculty, the appropriate department heads, and the dean, and provides each faculty member with written information about his or her term of appointment, responsibilities, lines of communication, privileges and benefits, performance evaluation and remediation, terms of dismissal, and, if relevant, the policy on practice earnings.

**Strategic Plan Associations:**

H. SCHOOL OF MEDICINE

4.2 Continue the development and management of school-level policies and procedures.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

1.6 Operate the TTUHSC as an efficient and effective institution.

2.14 Refine business, technological, and other administrative processes to maximize efficiency.

**Related Measures:**

**M 11: Contract Spreadsheet**
**Target:**
**Findings (year) - Target: Met/Partially Met/Not Met**

**M 12: SOM Policies**
**Target:**
**Findings (year) - Target: Met/Partially Met/Not Met**

**Analysis Questions and Analysis Answers**

Review the achievement targets for last year which were marked as Partially Met or Not Met. Describe in detail what actions you took this year to address those issues. Then summarize the impact of those actions on this year's findings. Upload any applicable documentation under Document Management. (NOTE: If you marked Met on all targets last year, type Not Applicable and mark this question as Final.)

Review the achievement targets for this year which were marked as Partially Met or Not Met. Describe how you intend to address these issues over the next year. If you marked Met on all targets, what specifically do you intend to do next year to promote continuous improvement in your area?

Provide a summary of your program, department, or unit's activities during this year. You might want to describe a major accomplishment or explain how your area contributed to the overall mission of TTUHSC. Upload any applicable documentation.