Welcome, attendees!

• If you are attending virtually:
  • We are using the SMPH Video Library
  • Use the chat feature to send your questions for the Q&A
  • This meeting is being recorded, and your Q&A submissions will also be saved for follow-up as needed

Land Acknowledgment

We acknowledge that the land our university and school stands on is ancestral Ho-Chunk land.
Spring Faculty & Staff Meeting

April 24, 2023

School of Medicine
and Public Health
UNIVERSITY OF WISCONSIN–MADISON
Agenda

• Welcome Remarks

• Faculty Vote to Award Degrees to Graduates & Research Honors Program

• Match Outcomes & Clinical Education

• Financial Update

• SMPH Graduate Student Education

• Update on SMPH Strategic Framework

• Town Hall: Questions, Comments, & Discussion
Faculty Vote to Award Degrees to Graduates & Research Honors Program

Elizabeth M. Petty, MD
Senior Associate Dean for Academic Affairs
Faculty Vote to Award Degrees to SMPH Graduates

Motion:

“The Faculty recommends to the Regents for their respective degrees those students certified whose names are submitted by the Dean as having completed the requirements for their respective degrees.”
Match Outcomes & Clinical Education

Elizabeth M. Petty, MD
Senior Associate Dean for Academic Affairs

Dave Bernhard, MS
Director of MD Student Services
# UWH PGY1 Program Match

<table>
<thead>
<tr>
<th>Year</th>
<th># Core Residency Programs</th>
<th># PGY1 slots</th>
<th>% PGY1 Slots Filled by Match/SOAP**</th>
<th>% UWSMPH graduates in PGY1 slots</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>24</td>
<td>148* (149 post SOAP)</td>
<td>100%</td>
<td>30.0%</td>
</tr>
<tr>
<td>2022</td>
<td>24</td>
<td>143* (146 post SOAP)</td>
<td>98.6%</td>
<td>19.6%</td>
</tr>
<tr>
<td>2021</td>
<td>24</td>
<td>140</td>
<td>99.3%</td>
<td>20.7%</td>
</tr>
<tr>
<td>2020</td>
<td>24</td>
<td>135</td>
<td>99.3%</td>
<td>13.7%</td>
</tr>
<tr>
<td>2019</td>
<td>24</td>
<td>135</td>
<td>99.4%</td>
<td>14.8%</td>
</tr>
<tr>
<td>2018</td>
<td>23</td>
<td>133</td>
<td>99.2%</td>
<td>17.3%</td>
</tr>
</tbody>
</table>

* Total PGY1s is 1 resident higher than the Match data as 1 individual was accepted post-Match/SOAP due to a late complement increase approval

** 6 PGY1 UW Health prelim positions in General Surgery open in SOAP

---

### UWH PGY1 Race, Ethnicity, and Gender Diversity

31/149 (21.1%) AI/NA, Black, Hispanic/LatinX, 2 or more Ethnic Groups (per ERAS)
45/149 (37.4%) above racial/ethnic groups and Asian (per ERAS)
70/149 (47%) Women; 1/149 Gender Nonconforming (<1%)
SMPH Family Medicine Match

PGY1
21/21 (100%) Filled in SMPH Sponsored Programs
  Madison (16), Baraboo (2), Monroe (3)
51 Positions Filled in SMPH “Academic Partner” Programs
  Appleton (7), Eau Claire (5), Green Bay (6), Lakeland (4), Lacrosse (6),
     Milwaukee (12), Waukesha (6), Wausau (5)

Fellowships (2023-24)
1/2 Filled in Addiction Medicine (ACGME Accredited)
2/2 Filled in LGBTQ+ Health (AMA Foundation Funded)
  2 Academic Fellows
  5 Integrative Health Fellows
6/6 Primary Care Research Fellows (HRSA Funded)
### U.S. MD Seniors

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. MD Seniors Submitting Program Choices</td>
<td>19,748</td>
<td>↓ 154</td>
<td>0.8%</td>
</tr>
<tr>
<td>U.S. MD Seniors Matched to PGY-1 Positions**</td>
<td>18,498</td>
<td>↑ 12</td>
<td>0.1%</td>
</tr>
<tr>
<td>Percent of U.S. MD Seniors Matched to PGY-1 Positions***</td>
<td>93.7</td>
<td>↑ 0.8%</td>
<td></td>
</tr>
<tr>
<td>Percent of PGY-1 Positions Filled by U.S. MD Seniors***</td>
<td>49.4</td>
<td>↓ 1.6%</td>
<td></td>
</tr>
</tbody>
</table>

**Highest on record

***Increases or declines reflect absolute percent changes since 2022

### 2023 UW SMPH MD Match/SOAP

**156 Students Participated in 2023 Match**

<table>
<thead>
<tr>
<th>Category</th>
<th>Match Monday 8:30 am</th>
<th>SOAP Thursday 8:00 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students fully matched</td>
<td>144</td>
<td>147</td>
</tr>
<tr>
<td>Matched to PGY-1 position, no advanced position</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Matched to advanced position, no PGY-1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>No 2023 Match</td>
<td>9</td>
<td>3*</td>
</tr>
<tr>
<td><strong>Match Rate (Full + PGY1 only)</strong></td>
<td><strong>93.6%</strong></td>
<td><strong>98%</strong></td>
</tr>
</tbody>
</table>

* will continue medical school education, re-apply to Match in fall

** 100% of students graduating in May 2023 have secured PGY1 positions
Most Popular Specialties

- Internal Medicine (15.7%)
- General Surgery (10.5%)
- Family Medicine (9.8%)
- Anesthesiology (9.2%)
- Emergency Medicine (8.5%)
- Pediatrics (7.8%)
- Psychiatry (7.2%)

2023 Primary Care: 33.3%
Thank You!

We greatly appreciate the teaching, mentoring, coaching, career advising, and counseling that you provide to our students!
Financial Update

Heidi G. Conrad, MBA
Chief Financial Officer
Big Picture – We are in this Together

- **$6.5B** UW Medical Foundation
- **$3.7B** UW Health
- **$801M** School of Medicine and Public Health
- **$272M** WFAA
- **$29M** WARF
- **$4B** University of Wisconsin System
SMPH Funding Sources for Expenditures
FY22 $801,540,758 Includes Capital & Operating

Key Funding Sources over Time

Federal Grants
UW Health

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Grants</td>
<td>37%</td>
<td>37%</td>
<td>37%</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>UW Health</td>
<td>29%</td>
<td>29%</td>
<td>29%</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Non-Federal Grants</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Gifts, Endowments</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Wisconsin Partnership Pgm</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Tuition</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>State (101)</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Legend:
- Federal Grants
- UW Health
- Non-Federal Grants
- Gifts, Endowments
- Wisconsin Partnership Pgm
- Tuition
- State (101)
- Outside Hospital Agreements
- Chargeback Accounts
- Other State
- Other
- Cap Ex & Non-Fed ICR
- WARF
Trends in Funding Sources

Association of American Medical Colleges

National Trends in Funding Sources

Figure 9: Revenue by Source as a Percentage of Total Revenue for U.S. MD-Granting Medical Education Programs with Full LCME Accreditation, FY 1977 through FY 2021

Click on a legend item to see corresponding dollar amount for a revenue source.

- Other Federal
- Tuition and Fees
- State, Local, and Parent Support
- Other Income
- Federal Research
- Medical Service

Source: LCME Part I-A Annual Financial Questionnaire

UW–Madison

Trends in Funding Sources

Source of Funds
Our Work is Critical to the University

Research Data (dollars in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Federal Extramural Awards</th>
<th>Non-Federal Extramural Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>209.3</td>
<td>37.1</td>
</tr>
<tr>
<td>FY19</td>
<td>266.7</td>
<td>57.0</td>
</tr>
<tr>
<td>FY20</td>
<td>240.8</td>
<td>48.0</td>
</tr>
<tr>
<td>FY21</td>
<td>346.1</td>
<td>61.1</td>
</tr>
<tr>
<td>FY22</td>
<td>362.8</td>
<td>56.6</td>
</tr>
</tbody>
</table>

- SMPH almost 40% of UW–Madison federal awards
How do we Spend our Funds?

Team SMPH

<table>
<thead>
<tr>
<th>Year</th>
<th>Salary &amp; Fringe</th>
<th>Supplies &amp; Service</th>
<th>Capital &amp; Buildings</th>
<th>Financial Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>410.8</td>
<td>18.9</td>
<td>166.7</td>
<td>18.7</td>
</tr>
<tr>
<td>2019</td>
<td>435.5</td>
<td>35.0</td>
<td>238.9</td>
<td>18.7</td>
</tr>
<tr>
<td>2020</td>
<td>459.8</td>
<td>26.1</td>
<td>247.7</td>
<td>16.7</td>
</tr>
<tr>
<td>2021</td>
<td>475.0</td>
<td>23.8</td>
<td>248.0</td>
<td>16.3</td>
</tr>
<tr>
<td>2022</td>
<td>506.2</td>
<td>31.4</td>
<td>250.2</td>
<td>13.8</td>
</tr>
</tbody>
</table>

SMPH FTE's (Full Time Equivalents)

- 2018: 4,000
- 2019: 4,100
- 2020: 4,200
- 2021: 4,300
- 2022: 4,400

Team SMPH:
- 2018: 14%
- 2019: 166.7
- 2020: 238.9
- 2021: 247.7
- 2022: 250.2

Salary & Fringe: Blue
Supplies & Service: Orange
Capital & Buildings: Yellow
Financial Aid: Grey
Challenges and Changes

FY 2024 SMPH Budget Requests to Campus

- Space – new & refurbished
- IT Infrastructure – IT, Informatics & Omics
- Resources to support a successful administrative system transition

Gov. Evers proposes $305M boost for UW System in state budget proposal

Hospital Financial Performance Still Lags Behind 2020

Hospital financial performance may be hitting a new normal as operating margins improve but remain negative, Kaufman Hall reports.
Challenges and Changes

Transformation Overview

ERP Ancillary Systems Program (ASP)
- Transition 950+ ancillary systems (those consuming data from HRS or SFS) to Workday functionality where possible
- Appropriate Integrations to Workday ecosystem where necessary

Business Process Integration & Adoption
- End to end business processes
- Integrated/bundled vs. silo approach
  - Continuous improvement

Administrative Transformation Program (ATP)
- Standardized business processes
- Workday implementation
- Huron Research Suite (RAMP) implementation
- UW System-wide
Thank You
SMPH Graduate Student Education

Jon Audhya, PhD
Senior Associate Dean for Basic Research, Biotechnology, & Graduate Studies

Laura Knoll, PhD
Associate Dean for Basic Research Training
Basic Sciences Strategic Plan - Priority #1

• “Build a more vibrant and successful community of graduate and postdoctoral trainees”

• Objective #2 of the strategic plan:
  “Plan, create and implement centralized graduate admissions, recruitment, and initial experience for graduate training programs in the School of Medicine and Public Health”

• The goals of this objective came from:
  • 2019 UW Working Group on Biological Science Graduate Programs
  • 2020 SMPH Taskforce to Examine Workforce Composition
Findings from the 2019 UW Working Group

• UW–Madison ranks last among 35 peer institutions in institutional funding of early-stage bioscience PhD trainees

• Decentralized RCR, Rigor and Reproducibility, professional development, career planning, etc. have led to unnecessary duplications

• Administrative support varies widely and is insufficient for many programs

• Siloed recruitment of students leads to mixed messaging and unnecessary competition for top talent
Why Integrate Graduate Efforts?

- Cohort models are more successful than isolated programs in recruitment and retention of underrepresented students
  - Our 3-program consortium has increased their diversity since unifying their activities
  - SciMedGRS has a 96% retention rate vs 69% in all universities
- Unification removes competition among programs in recruitment
  - Simplifies the recruitment experience for prospective students
  - Highlights the collaborative nature that is one of our strengths
Why Integrate Graduate Efforts?

• Lays the foundation for team science and multidisciplinary thinking
  • Common experiences introduce students to new opportunities early in their development as scientists

• Centralized *RCR and Rigor and Reproducibility* for first-years
  • This has been quite successful in RCR training within the SMPH consortium
Why Integrate Graduate Efforts?

• Unification creates support and sharing of best practices for graduate program managers and DE&I committees
  • Ph.D. training is currently siloed, which minimizes the impact of our individual efforts

• Allows for more student services such as career development, grant writing, research mentor training, etc.
  • Centralized grant support and writing workshops for NIH, NSF, etc. applications
  • Research mentoring training will be required for all trainers and trainees on NIH grants
Progress Toward Unified Graduate Programming in SMPH

- Studied models for graduate program integration from peer institutions
  - University of North Carolina Biological & Biomedical Sciences
  - University of Michigan Program in Biomedical Sciences
  - University of California Berkeley Molecular and Cell Biology
  - University of Pennsylvania Biomedical Graduate Studies
  - University of California San Diego Biological Sciences
  - Northwestern University: 3 unified programs: IBiS, DGP, and HSIP

- A broad framework has been developed
Framework Changes Include:

- Common admissions portal for students interested in more than one program
- Joint/combined recruiting
- New administrative core positions that will cover career development, research mentor training, DE&I
- Advising structure with multiple touch points-faculty and peer mentoring
- “Community building” activities that bring students together within the program
Progress Toward Unified Graduate Programming in SMPH

- Written proposal submitted to campus

- Individual and combined program directors meetings

- Graduate program manager meetings for team building and to develop common best practices
Thank You Task Force #2

Tracy Cabot
Kristin Cooper
Corinne Engelman
Zsuzsa Fabry
Lauren Giurini
Chelsea Hanewall
Margo Heston
Jim Keck (co-chair)
Tricia Kiley
Laura Knoll (co-chair)
Paul Lambert

Shelley Maxted
Mallory Musolf
Michael Newton
Manish Patankar
Brian Pogue
Parmesh Ramanathan
Ari Rosenberg
Alessandro Senes
David Wassarman
Andrea Poehling
Staff: Maddie Sychta
Update on SMPH Strategic Framework

Jon Audhya, PhD
Senior Associate Dean for Basic Research, Biotechnology, & Graduate Studies

Elizabeth M. Petty, MD
Senior Associate Dean for Academic Affairs
SMPH Strategic Framework Steering Committee

Members
• Shiva Bidar-Sielaff
• Mahua Dey
• Beth Drolet
• Sheri Johnson
• Tricia Kiley
• Mark Mandel
• Michelle Ostmoe
• Erik Ranheim
• Raunak Sinha

Co-chairs
• Anjon Audhya
• Elizabeth Petty

Facilitators
• Kelvin Alfaro
• Steve Bialek

Consultant
• Robyn Perrin

Staff
• Andrea Poehling
SMPH Strategic Planning Timeline

**March 22**
Kick-off Meeting
Current State Review and Assessment
2-3 Total Meeting Hours

**May - June 22**
Ideation of Strategic Directions
Refine Strategic Directions/Develop Strategic Framework
2-3 Total Meeting Hours

**Oct - Dec. 22**
Approve Strategic Framework / Define Oversight
Develop Implementation Model, Roadmap, and Status Reporting
2-3 Total Meeting Hours

**April 22**
Affirm Mission, Vision, and Values
2-3 Total Meeting Hours

**July - Sept 22**
Finalize Strategic Directions/Develop Strategic Framework
2-3 Total Meeting Hours

**Jan. 23**
Launch Implementation Groups (i.e., Departments, Centers, Etc.)
2-3 Total Meeting Hours

New SMPH Strategic Framework Disseminated and Ready to Implement – July 2023
• March 2022: Dean Golden charges steering committee.

• March – August 2022: Committee develops draft framework.

• September – November 2022: APC, CASI, department chairs, dean’s leadership team, and other faculty, staff and learners provide input on draft framework. Committee revises accordingly.

• January 2023: Draft framework sent to all SMPH learners, staff and faculty for comment. 438 responses received.

• February 2023: Six listening sessions open to all SMPH community. Committee finalizes framework.

• March – April 2023: Framework presented to APC, CASI, center and department leadership, dean’s leadership team, and at faculty/staff meeting.

• May – July 2023: Map department/center/program/unit strategic plans/goals to SMPH strategic framework. Identify gaps. Develop monitoring process.
Strategic Planning Provides a Framework for Aspiration, Action, Accomplishment, & Accountability

FIVE DOMAINS

Our strategic plan is focused on five areas, which we refer to as “domains”. Each domain is paired with a goal that describes where we want to be in the next five years. High-priority strategies have also been identified to help us focus our work in support of each goal. It will take a number of years to realize our lofty goals, so we plan annual initiatives to define the work expected each year. The domains, goals, strategies, and FY18 initiatives are defined below.

1. REMARKABLE HEALTHCARE

   POPULATION HEALTH
   PATIENT EXPERIENCE
   TRANSLATIONAL RESEARCH
   DISTINCTIVE PROGRAMS
   GEOGRAPHIC REACH

2. A VIVID CAMPUS COMMUNITY

   Build an organizational culture and climate that fosters engagement, inclusion, diversity, and equity.
   - Provide an inclusive, safe, healthy, and enriching environment for learning and working that promotes wellness among students, faculty, and staff.
   - Enhance the holistic development of students by combining learning in and out of the classroom that is steeped in the values of the university.
   - Enhance diversity among our students, faculty, staff, and build upon our strong commitment to diversity to create a welcoming, inclusive, and distinctive community.

3. A HIGH-PERFORMING ORGANIZATION

   Practice continuous improvement in all we do, for those we serve.
   - Strengthen our financial performance, growing revenues, controlling costs, and delivering new and innovative ways to invest in our strategic priorities, while maintaining a commitment to the highest ethical standards.
   - Build upon and further support our high-quality and collaborative culture that advances our mission and reflects our values.
   - Expand and deepen relationships with key partners and stakeholders critical to our success and maintain our commitment to shared governance.
   - Practice sustainability principles in the stewardship of campus resources, recognizing our environmental responsibility to people and the planet.

4. EXCELLENCE IN TEACHING & EDUCATIONAL ACHIEVEMENT

   Provide access to a world-class, affordable educational experience.
   - Strengthen educational outcomes, career development, and the college experience for all students.
   - Expand access to a UW-Madison education leveraging new models of delivery to engage with students throughout their lives.
   - Expand educational programming in areas of high student demand, while maintaining the broad-based strength of our educational enterprise.
   - Continue to grow faculty and staff teaching excellence.

5. EXCELLENCE IN RESEARCH & SCHOLARSHIP

   Provide leadership for discovery through support of the fearless shaping and reenvisioning of our world-class research enterprise and the dissemination of knowledge in its many forms.
   - Grow UW-Madison’s research enterprise and expand its global impact, supporting the scholarship of faculty, staff, and students.
   - Continue to grow faculty and staff research excellence.
   - Provide a modern research support structure that fosters innovation, promotes interdisciplinary collaboration, and drives discovery on future research challenges.
   - Ensure the continued stability, competitiveness, and strength of our graduate and professional programs.

Living the Wisconsin Idea

Partner with the community and the state to extend and apply our research, education, and practice-based knowledge to foster learning and support innovation and prosperity throughout Wisconsin.

- Engage with the community to provide positive social, cultural, and economic impact in Wisconsin and beyond.
- Promote entrepreneurship, innovation, and economic development in Wisconsin and beyond.
- Share the benefits of a world-class teaching and research university throughout Wisconsin and beyond our borders.

WISCONSIN

School of Medicine and Public Health
UNIVERSITY OF WISCONSIN-MADISON
**Mission:** Together, we are advancing health and health equity through remarkable service to patients and communities, outstanding education, and innovative research.

**Vision:** Healthy people. Healthy communities.

**Values:**

- **Integrity and Accountability** – Every person, every action, every time.
- **Compassion** – Treat all with kindness, understanding, and empathy.
- **Diversity, Equity, Inclusivity** – Advance health and health equity by respecting the rights, dignity, and differences of all.
- **Excellence** – Strive for the very best in all we do.
The UW School of Medicine and Public Health Strategic Framework was finalized in April 2023 by an 11-member Steering Committee with input from seven committees and more than 450 faculty, staff and learners. It was endorsed by the school’s Academic Planning Council. This framework is intended to be actionable and inspiring, adding value to the development of targeted strategic plans from more than 90 major units in the school such as departments, centers, institutes, and programs.

Unit strategic plans will be aligned with the framework, formulating goals and objectives that correspond to the strategic pillars. Progress towards goal achievement will be monitored. Thus, the strategic framework will set the foundation for progress, coordinating activities across the many different disciplines within the school. Scaffolding goals and objectives to strategic pillars is a tangible way to practice the continuous improvement that is needed to advance the school’s highest priorities and pursue our shared vision of healthy people and healthy communities.
Our Strategic Pillars

Promoting Health and Health Equity

We will:

- Identify the health impacts of structural inequities and injustices, and develop solutions that improve individual and population health.
- Evaluate and implement ways to create meaningful and sustainable health and health equity.
- Promote equitable access to quality health care through our teaching, research, practice, and advocacy.
Pursuing Excellence in Teaching and Learning

We will:

• Excel at innovative teaching methodologies that engage our school's community.
• Emphasize an inclusive, scholarly team approach to integrate the teaching of basic, clinical, and translational sciences and public health.
• Inspire a community of engaged lifelong learners.
Advancing Innovative and Impactful Research & Discovery

We will:

• Investigate transformational questions in the basic, clinical, translational, and population sciences to produce new knowledge, improve clinical care, and enhance human health.
• Foster strong, interactive relationships throughout our broad and diverse researcher and research participant communities.
• Encourage multidisciplinary approaches, leveraging team science and new technologies to tackle tough challenges that advance health and health equity.
• Strive to be exemplary research mentors and coaches.
Our Strategic Pillars

Becoming an Anti-racist, Diverse, Equitable and Inclusive School Community

We will:

• Commit to dismantling racism in ourselves, our school, and our community.
• Strive for equity in our policies and practices.
• Build an inclusive community in which people from marginalized identities and backgrounds thrive.
• Promote a culture of respect and belonging among our faculty, staff, learners, partners, and the communities we serve.
Our Strategic Pillars

Creating the Future Together

We will:
• Cultivate and promote interprofessional and interdisciplinary work culture.
• Encourage and empower individuals to practice effective leadership.
• Strengthen collaborations and partnerships to catalyze learning, discovery, and implementation.
• Listen and work as allies with our patients and communities.
Our Strategic Pillars

Committing to the Success and Wellbeing of Each Other

We will:

• Create and support a compassionate culture in which we care for and value each other, and all can thrive.
• Embrace recruitment and retention strategies as essential investments in our future.
• Prioritize the professional and personal development of our people with a focus on equity.
• Provide the resources and tools for people to be successful.
Mapping & Monitoring

April 2023
- Request strategic plans or goals from departments, centers/institutes, programs, and operational units

May – July 2023
- Map existing strategic plans/goals to framework
- Identify gaps
- Develop a process to ensure units are making progress on their plans and goals

Next Phase
- Implement monitoring process
Thank You
Open for Questions

- *In person*: Raise hand to receive microphone
- *Online*: Use the chat feature to submit