

**Eastern Virginia Medical School
Gap Analysis Visit Schedule**

GAP ANALYSIS TEAM –

MEDICAL SCHOOL ADVISORY GROUP

DR. LOIS MARGARET NORA, MS. VIRGINIA HUNT

Sunday, November 3, 2019 (Day 1)

1:00 p.m. Dr. Lois Nora Arrives at Norfolk International Airport
United Airlines, Flight 4238

2:55 p.m. Ms. Virginia Hunt arrived at Norfolk International Airport
American Airlines, Flight 676

Car Service: James River Transportation
Dr. Lois Nora Confirmation #214723
Ms. Virginia Hunt Confirmation #214724
Pick Up Information: Follow the signs toward baggage claim. Proceed to the ground level.
Continue to follow the signs to baggage claim. James River Transportation is located across
from baggage carousel #3 and next to exit door #3.

Hotel: Hilton Norfolk The Main
100 E Main Street, Norfolk VA 23510

Confirmation Information
Dr. Lois Nora: 3154426840
Ms. Virginia Hunt: 3153443288

5:00 - 6:30 p.m. Dean's perspective on the status of the medical school

Location: Hilton Norfolk, The Main
Meeting Room: Exchange Six, 3rd Floor (see included
diagram)

Strengths and challenges of the school, Reflections on changes since the last full survey, including class
size expansion, campus development, and clinical partnerships.

Possible topics for discussion include:

- *Standard 2: Leadership and Administration*
- *Element 1.1: Strategic Planning and Continuous Quality Improvement*
- *Element 4.1: Sufficiency of Faculty*
- *Element 5.1: Adequacy of Financial Resources*
- *Element 5.2: Dean's Authority/Resources for Curriculum Management*
- *Element 5.5: Resources for Clinical Instruction*

Attendees: Richard V. Homan, MD, *President, Provost and Dean of the School of Medicine*

Monday, November 4, 2019 (Day 2)

All Sessions to be held in **Andrews Hall, Room 132** unless noted otherwise.

7:40 a.m. MSAG Team departs hotel

Car Service: James River Transportation
Confirmation #214727

8:00 a.m. Breakfast with Senior Leadership

Potential topics for discussion include:

- *Element 1.1: Strategic Planning and Continuous Quality Improvement*
- *Element 2.4: Sufficiency of Administrative Staff*
- *Element 5.2: Dean's Authority/Resources for Curriculum Management*

Attendees: Linda Archer, PhD, *Vice Dean, Graduate Medical Education*
C. Donald Combs, PhD, *Vice President & Dean, School of Health Professions*
Brant Cox, MBA, *Vice President & Chief Operating Officer*
Ronald Flenner, MD, *Vice Dean, Academic Affairs*
Mekbib Gameda, *Vice President, Diversity and Inclusion*
Helen Heselius, *Associate Vice President, Financial Services*
David Huband, *Associate Dean, Business & Administrative Affairs*
Elza Mylona, PhD, MBA, *Vice Provost, Faculty Affairs & Institutional Effectiveness*
Stacy Purcell, JD, *Vice President, General Counsel and Compliance Officer*
William Wasilenko, PhD, *Vice Dean, Research*

8:45 a.m. Educational Programs

Discussion of the following topics:

- Educational objectives, outcome measures and how they are integrated throughout the curriculum
- General design of the curriculum; coverage of disciplines and subject areas required by accreditation standards
- Appropriateness of instructional methods and student assessment strategies for the achievement of the school's objectives
- Resident preparation for teaching and assessing students
- System for implementation and management of the curriculum; adequacy of resources and authority for the educational program and its management
- Methods for evaluating the effectiveness of the educational program and evidence of success in achieving objectives; comparability of educational experiences at all sites
- Policies and procedures for student advancement and graduation and for disciplinary actions

Attendees: Linda Archer, PhD, *Vice Dean, Graduate Medical Education*
A. Brooke Hooper, MD, *Associate Dean, Clinical Education*
Julie Kerry, PhD, *Chair, Microbiology & Molecular Cell Biology & Chair, MEC*
Allison Knight, PhD, *Associate Dean, Student Affairs*
Mily Kannarkat, MD, *Associate Dean, Clinical Integration*
Molly O'Keefe, PhD, *Director, Institutional Effectiveness & Assessment*
Senthil Rajasekaran, MD, *Associate Dean, Academic Affairs*
Don Robison, PhD, *Director, Community-Engaged Learning*
Michelle Rogers-Johnson, PhD, *Director of Assessment*
Aileen Shafer, *Assistant Director, MD Clinical Education and Support*
Paul Weissburg, PhD, *Associate Dean, Educational Assessment and Evaluation*

10:30 a.m. Break

10:45 a.m. Admissions and Financial Aid

Discussion of admissions process, selection criteria, quality of applicant pool and matriculants; financial aid services and debt counseling.

Potential topics for discussion include:

- *Standard 10: Medical Student Selection, Assignment, and Progress*
- *Element 12.1: Financial Aid/Debt Management Counseling/Student Educational Debt*

Attendees: Michael Bono, MD, *Co-Chair, EVMS Admissions Committee (Tentative)*
Deborah Brown, *Director, Financial Aid*
Amy Fantaskey, MD, *Chair, EVMS Student Progress Committee*
A. Brooke Hooper, MD, *Associate Dean, Clinical Education*
Thomas Kimble, MD, *Associate Dean, Admissions and Enrollment*
Allison Knight, PhD, *Associate Dean, Student Affairs*
Aileen Shafer, *Assistant Director, MD Clinical Education and Support*

11:30 a.m. Institutional Diversity and the Learning Environment

Discussion of policies and goals for diversity; and review standards of conduct and policies for addressing student mistreatment

Potential topics for discussion include:

- *Element 3.3: Diversity/Pipeline Programs and Partnerships*
- *Element 3.5: Learning Environment/Professionalism*
- *Element 3.6: Student Mistreatment*

Attendees: Mekbib Gemedo, *Vice President, Diversity and Inclusion*
A. Brooke Hooper, MD, *Associate Dean, Clinical Education*
Allison Knight, PhD, *Associate Dean, Student Affairs*
Gail Williams, *Assistant Dean, Diversity in Educational Programs*

12:15 p.m. Lunch with Pre-Clerkship Students

Potential topics for discussion include:

- *Standard 3.5: The Learning Environment*
- *Standard 3.6: Student Mistreatment Policies*
- *Standard 6.1: Program and Learning Objectives*
- *Standard 6.3: Self-Directed Lifelong Learning*
- *Standards 6.5 & 11.3: Electives*
- *Standard: 6.6: Service Learning*
- *Standard 8.5: Students' Role and Perceived Value of Student Input in Institutional Planning, Implementation and Evaluation*
- *Standard 8.8: Student Workload*
- *Standards 9.4, 9.7 & 9.8: Student Perspective of the Curriculum, Teaching, and Assessment/Grading*
- *Standard 9.5: Narrative Assessment*
- *Standard 9.9: Due Process*
- *Standard 11.1: Academic Advising*
- *Standard 11.2: Career Advising*
- *Standard 11.6: Access to Academic Records*
- *Standard 12.1: Debt Management Counseling & Financial Aid*
- *Standard 12.3: Personal Counseling and Well-Being Programs*
- *Standards 12.4, 12.5 & 12.6: Health Services*
- *Standards 12.7 & 12.8: Infection Control Education & Counseling*

Attendees:

EVMS Medical Students, Class of 2023

Rena Atayeva
Abby Hargis
Tacora Lemelle
Maria Maslyanko
Blake Nowakowski
Joe Rogers
Sribava Sharma

EVMS Medical Students, Class of 2022

Dan Connelly
Fatmata Conteh
Reece Hoerle
Ciara Jenkins
Sudarshan
Mohan Jason
Pham
Jeni Smith

1:15 p.m. Medical school finances
President's Conference Room, Andrews Hall

Discussion of the adequacy of finances for the achievement of the school's missions; recent financial trends and projections for various revenue sources; financial health of and market conditions for the clinical enterprise.

Potential topics for discussion include:

- *Element 5.1: Adequacy of Financial Resources*
- *Element 5.3: Pressures for Self-financing*

Attendees: Brant Cox, MBA, *Vice President & Chief Operating Officer*
Ashley Gentry, *Executive Director, Alumni & Donor Relations*
Helen Heselius, *Associate Vice President, Financial Services*
Richard V. Homan, MD, *President, Provost and Dean of the School of Medicine* David
Huband, *Associate Dean, Business & Administrative Affairs*
Connie McKenzie, *Senior Associate Vice President, Development and Alumni Relations*

2:00 p.m. Meeting with Module Directors

Discussion of notable achievements and ongoing challenges in individual courses and clerkships; contributions of individual courses and clerkships in achieving institutional educational objectives; adequacy of resources for education, including availability of faculty to participate in teaching; preparation of graduate students for their roles in medical student teaching/assessment.

Potential topics for discussion include:

- *Element 5.4: Sufficiency of Buildings and Equipment*
- *Element 6.3: Self-directed and life-long learning*
- *Element 9.5: Narrative Assessment*
- *Element 9.7: Formative Assessment and Feedback*

Attendees: Julie Bridges, PhD, *Instructional Designer*
Frank Castora, PhD, *Professor, Physiological Sciences*
Richard Conran, PhD, MD, JD, *Chair, Pathology & Anatomy*
Debbie Damon, PhD, *Professor Physiological Sciences*
Anca Dobrian, PhD, *Professor Physiological Sciences*
Diane Duffy, PhD, *Professor Physiological Sciences*
Eva Forgacs-Lonart, PhD, *Associate Professor, Physiological Sciences*
Maryanne Gathambo, MPH, *Associate Director, Community-Engaged Learning*
Craig Goodmurphy, PhD, *Professor, Pathology & Anatomy*
Mily Kannarkat, MD, *Associate Dean for Clinical Integration*
Julie Kerry, PhD, *Chair, Microbiology & Molecular Cell Biology*
Allison Knight, PhD, *Associate Dean, Student Affairs*
Rajasekaran Koteeswaran, MD, *Associate Professor, Microbiology & Molecular Cell Biology*
Gyorgy Lonart, PhD, *Professor, Pathology & Anatomy*
Senthil Rajasekaran, MD, *Associate Dean, Academic Affairs*
Don Robison, PhD, *Director, Community-Engaged Learning*
Sami Tahhan, MD, *Professor, Internal Medicine*
Scott Vergano, MD, *Community Faculty, Pediatrics*
Laurie Wellman, PhD, *Associate Director, Pathology & Anatomy*

2:45 p.m. Meeting with Clerkship Directors

Discussion of notable achievements and ongoing challenges in individual courses and clerkships; contributions of individual courses and clerkships in achieving institutional educational objectives; adequacy of resources for education, including availability of faculty to participate in teaching; preparation of residents and graduate students for their roles in medical student teaching/assessment.

Potential topics for discussion include:

- *Element 3.6: Student Mistreatment*
- *Element 5.5: Resources for Clinical Instruction*
- *Element 9.1: Preparation of Resident and Non-faculty Instructors*
- *Element 9.3: Clinical supervision of Medical Students*
- *Element 9.4: Direct Observation of Core Clinical Skills*
- *Element 9.8: Fair and Timely Summative Assessment*

Attendees: Bruce Britton, MD, *Professor, Family & Community Medicine*
Jessica Burgess, MD, *Assistant Professor, Surgery*
Rachel Burke, MD, *Assistant Professor, Surgery*
Catherine Derber, MD, *Associate Professor, Internal Medicine*
Lisa Fore-Arcand, PhD, *Assistant Professor, Psychiatry & Behavioral Sciences A.*
Brooke Hooper, MD, *Associate Dean, Clinical Education*
Aaron Mills, DO, *Assistant Professor, Internal Medicine*
Lauren Mazzurco, DO, *Associate Professor, Internal Medicine*
Andrew Moore, MD, *Assistant Professor, Obstetrics & Gynecology*
Justin Petri, MD, *Assistant Professor, Psychiatry & Behavioral Sciences*
Mary Rubino, MD, *Associate Professor, Family & Community Medicine*
Kyrie Shomaker, MD, *Associate Professor, Pediatrics*
Gloria Too, MD, *Assistant Professor, Obstetrics & Gynecology*
Samantha Vergano, MD, *Associate Professor, Pediatrics*

3:30 p.m. Break

4:00 p.m. Meeting with Basic Science and Clinical Department Chairs

Successes and ongoing challenges in administrative functioning of departments; adequacy of resources for all missions (research, scholarship, teaching); departmental support for faculty and graduate programs, balancing of research and other academic demands on faculty.

Attendees: Alfred Abuhamad, MD, *Chair, Obstetrics and Gynecology (Tentative)*
Daniel Cohen, MD, *Chair, Neurology*
Richard Conran, PhD, MD, JD, *Chair, Pathology & Anatomy*
Francis Counselman, MD, *Chair, Emergency Medicine*
Stephen Deutsch, MD, PhD, *Chair, Psychiatry & Behavioral Sciences*
Alison Dobbie, MD, *Chair, Family & Community Medicine*
C.W. Gowen, MD, *Chair, Pediatrics*
Julie Kerry, PhD, *Chair, Microbiology & Molecular Cell Biology*

Kurt McCammon, MD, *Chair, Urology*
Robert Palmer, MD, MPH, *Interim Chair, Internal Medicine*
Gerald Pepe, PhD, *Chair, Physiological Sciences*
Antonio Quidgley-Nevaras, MD, *Chair, Physical Medicine & Rehabilitation*
Mark Sinesi, MD, PhD, *Chair, Radiation Oncology & Biophysics*
Abby Van Voorhees, MD, *Chair, Dermatology*

4:45 p.m. Debrief with Leadership Team
President's Conference Room, Andrews Hall

Attendees: Brant Cox, MBA, *Vice President & Chief Operating Officer*
Richard V. Homan, MD, *President, Provost and Dean of the School of Medicine*
Ronald Flenner, MD, *Vice Dean, Academic Affairs*
Elza Mylona, PhD, MBA, *Vice Provost, Faculty Affairs & Institutional Effectiveness*
Julie Stoner, PhD, *Program Administrator*

6:15 p.m. MSAG Team Returns to Hotel

Car Service: James River Transportation
Confirmation #214728

Tuesday, November 5, 2019 (Day 3)

All Sessions to be held in **Andrews Hall, Room 132** unless noted otherwise.

7:10 a.m. MSAG Team Departs Hotel

Car Service: James River Transportation
Confirmation #214729

7:30 a.m. Breakfast with Residents

Preparation of residents as teachers and evaluators and familiarity with clerkship-specific objectives.

Potential topics for discussion include:

- *Element 3.1: Resident Preparation for Teaching*
- *Element 3.6: Student Mistreatment*
- *Element 9.3: Clinical supervision of medical students*

Attendees: Ipsa Arora, MBBS, *Resident, Internal Medicine*
Nikoleta Brankov, MD, *Chief Resident, Dermatology*
Courtney Dey, MD, *Chief Resident, Radiology*
Nick Fuerst, MD, *Chief Resident, Internal Medicine*
Garrison Glavich, MD, *Resident, Radiology**
Linwood Joyner II, MD, *Administrative Chief Resident, Family & Community Medicine**
Maurice Marcuard, MD, *Chief Resident, Internal Medicine*
Alyssa Savelli, MD, *Resident, Obstetrics & Gynecology*
Nina Swiacki, DO, *Resident, Internal Medicine*
Jacob Tatum, MD, *Resident, Surgery*
Byung Soo Yoo, MD, *Resident, Internal Medicine**

**Indicates EVMS Alumni*

8:15 a.m. Research Opportunities/Academic environment

Discussion of funding, quality and review of graduate training programs in basic sciences; levels of scholarly productivity and health of the research enterprise; research opportunities for students. This session also covers special educational opportunities (e.g. community service programs, rural health education programs, etc.) or educational topics or strategies of which the school is particularly proud.

Potential topics for discussion include:

- *Element 3.2: Community of Scholars/Research Opportunities*
- *Element 4.2: Scholarly Productivity*
- *Element 6.6: Service Learning*
- *Element 6.7: Academic Environment*

Attendees: Diane Duffy, PhD, *Professor, Physiological Sciences*
Maryanne Gathambo, MPH, *Associate Director, Community-Engaged Learning*
Allison Knight, PhD, *Associate Dean, Student Affairs*
Jiangtao Luo, PhD, *Associate Professor, Healthcare Analytics Institute*
Stephanie McCombs, *Manager, Research Operations & Development*
Elza Mylona, PhD, MBA, *Vice Provost, Faculty Affairs & Institutional Effectiveness*
David Mu, PhD, *Chair, Research Advisory Committee*
Don Robison, PhD, *Director, Community-Engaged Learning*

9:00 a.m. Counseling and Student Health

Discussion of effectiveness of academic counseling, discussion of student health services, health and disability insurance, personal counseling and mental health services; immunizations and policies regarding exposure to infectious diseases and environmental hazards; and discussion of career guidance strategies; advanced and subspecialty clerkships and electives for rounding out clinical education of medical students.

Potential topics for discussion include:

- *Standard 11: Medical Student Support, Career Advising, and Educational Records*
- *Element 12.3: Student Counseling/Well-Being Programs*
- *Element 12.4: Student Access to Health Care Services*
- *Element 12.5: Non-involvement of Providers of Student Health Services in Student Assessment/Location of Student Health Records*
- *Element 12.6: Student Access to Health and Disability Insurance*
- *Element 12.7: Immunization Guidelines*
- *Element 12.8: Student Exposure Policies/Procedures*

Attendees: Amy Bader, *Senior Assistant Director, Human Resources*
Alison Dobbie, MD, *Chair, Family & Community Medicine* Brooke Hooper, MD, *Associate Dean, Clinical Education*
Allison Knight, PhD, *Associate Dean, Student Affairs*
Lindsay Meyers, PhD, *Assistant Director, Academic Development*
Serina Neumann, PhD, *Professor, Psychiatry & Behavioral Sciences*
Heather Singleton, *Executive Director, Occupational Health*
Dan St. John, PhD, *Director, Academic Development*

9:45 a.m. Institutional Faculty Issues

Discussion of faculty appointment, promotion and tenure policies; faculty development opportunities; effectiveness of faculty governance; faculty compensation and incentives, and opportunities for collegial interaction among faculty.

Potential topics for discussion include:

- *Element 1.3: Mechanisms for Faculty Participation*
- *Element 4.3: Faculty appointment policies*
- *Element 4.4: Feedback to Faculty*
- *Element 4.5: Faculty Professional Development*

Attendees: Silvina Bocca, MD, PhD, *Professor, Obstetrics & Gynecology*
Christine Boswick, *Director, Faculty Affairs*
Catherine Derber, MD, *Associate Professor, Internal Medicine*
Alison Dobbie, MD, *Chair, Family & Community Medicine*
Judith Taylor-Fishwick, *Director, Professional Development*
Elza Mylona, PhD, *Vice Provost, Faculty Affairs & Institutional Effectiveness*
Robert Palmer, MD, MPH, *Interim Chair, Internal Medicine*
Matthew Schenk, *Executive Director, Human Resources (Tentative)*

10:30 a.m. Junior Faculty Meeting

Discussion of faculty development and mentoring; positioning for promotion and tenure; teaching and assessment skills; perceptions of curriculum and students; understanding of institutional goals; role of faculty governance, and faculty life.

Attendees: Jessica Burgess, MD, *Assistant Professor, Surgery*
Elizabeth Collumb, MD, *Assistant Professor, Psychiatry & Behavioral Sciences*
Catherine Derber, MD, *Associate Professor, Internal Medicine*
Jason Dukes, MD, MBA, *Assistant Professor, Internal Medicine (Tentative)*
Jessica Mees-Campbell, MD, *Assistant Professor, Psychiatry & Behavioral Sciences (Tentative)*
Lauren Mazzurco, DO, *Associate Professor, Internal Medicine*
Alberto Musto, MD, *Associate Professor, Pathology & Anatomy*
Aaron Nelson, MD, *Assistant Professor, Internal Medicine*
Stephanie Peglow, DO, MPH, *Assistant Professor, Psychiatry & Behavioral Sciences (Tentative)*
Andrew Plunk, PhD, *Associate Professor, Pediatrics*
Erika Rhone, MD, *Assistant Professor, Pediatrics*
Julie Sharp, PhD, *Assistant Professor, Microbiology & Molecular Cell Biology*
Juanita Smith, MD, *Assistant Professor, Internal Medicine*

11:15 a.m. Library/Information resources

Role of the library and information services in the educational program; adequacy of resources and services for the achievement of institutional goals

Potential topics for discussion include:

- *Element 5.8: Library resources/Staff*
- *Element 5.9: Information Technology Resources/Staff*

Attendees: Michael Herzog, *Executive Director, Information Technology*
April Pace, MLS, *Librarian*
Kerrie Shaw, *Director, Library Services*
Debbie Taylor, CCP, *Chief Information Officer*

11:45 am Lunch with Clerkship Students

Potential topics for discussion include:

- *Standard 3.5: The Learning Environment*
- *Standard 3.6: Student Mistreatment Policies*
- *Standard 6.1: Program and Learning Objectives*
- *Standard 6.2: Required Clinical Experiences*
- *Standards 6.5 & 11.3: Electives*
- *Standard 8.5: Students' Role and Perceived Value of Student Input in Institutional Planning, Implementation and Evaluation*
- *Standard 9.1: Resident Teaching*
- *Standard 9.3: Clinical Supervision*
- *Standard 9.4: Direct Observation*
- *Standards 9.4, 9.7 & 9.8: Student Perspective of the Curriculum, Teaching, and Assessment/Grading*
- *Standard 9.5: Narrative Assessment*
- *Standard 9.9: Due Process*
- *Standard 11.1: Academic Advising*
- *Standard 11.2: Career Advising*
- *Standard 11.6: Access to Academic Records*
- *Standard 12.1: Debt Management Counseling & Financial Aid*
- *Standard 12.3: Personal Counseling and Well-Being Programs*
- *Standards 12.4, 12.5 & 12.6: Health Services*
- *Standards 12.7 & 12.8: Infection Control Education & Counseling*

Attendees:

EVMS Medical Students, Class of 2021

Garrett Cook
Joshua Ryan Dellinger
Ursula Griffiths-Randolph
Sarah Sanders
Christine Wang

1:00 p.m. MSAG Team Discussion
President's Conference Room, Andrews Hall

1:30 p.m. Exit Discussion with Leadership Team
President's Conference Room, Andrews Hall

Attendees: Brant Cox, MBA, *Vice President & Chief Operating Officer*
Richard V. Homan, MD, *President, Provost and Dean of the School of Medicine*
Ronald Flenner, MD, *Vice Dean, Academic Affairs*
Elza Mylona, PhD, MBA, *Vice Provost, Faculty Affairs & Institutional Effectiveness*
Julie Stoner, PhD, *Program Administrator*

3:30 p.m. MSAG Team Departs EVMS

Car Service: James River Transportation
Confirmation #214725
Pick Up Information: Car will arrive outside of EVMS Andrews Hall.

5:48 p.m. Ms. Virginia Hunt departs Norfolk International Airport
American Airlines, Flight 5293

7:15 p.m. Dr. Lois Nora Departs for Norfolk International Airport
United Airlines, Flight 4903