

# FACULTY ASSOCIATION: MARCH 1, 2021

## VTCSOM UPDATE

Dean Lee A. Learman, MD, PhD





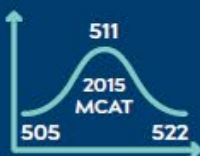
## CLASS OF 2024

49

Students from  
4,299 AMCAS  
applications

3.58

Average GPA  
3.31 (10th percentile) to  
3.94 (90th percentile)



  
Representing 35  
Undergraduate  
Institutions

12%


Underrepresented  
Minorities

35%

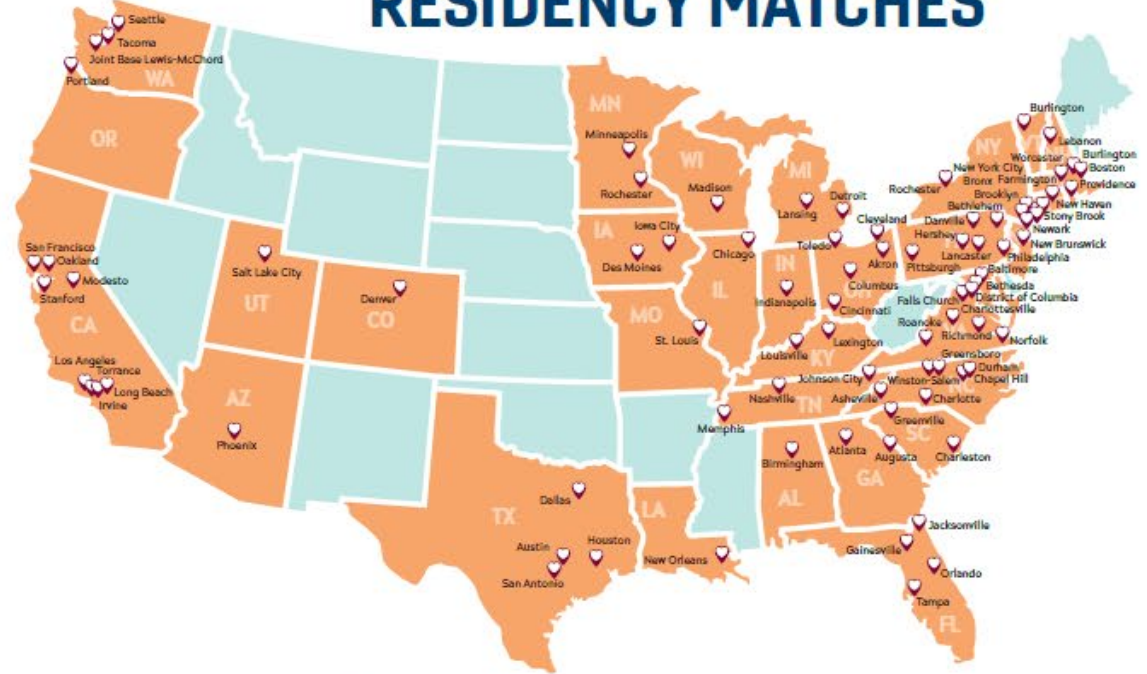
Socio-Economically  
Distance Traveled

14%

First Generation  
College Students

  
39% Male  
61% Female

## RESIDENCY MATCHES



VTCSOM graduates from the first seven classes (2014-2020) matched to outstanding residency programs across the U.S., including Baylor University, Cornell University Weill Medical College, Duke University, Emory University, Icahn School of Medicine, Johns Hopkins University, Mayo Clinic Rochester, New York-Presbyterian/ Columbia University Medical Center, Northwestern University, Oregon Health and Science University, Stanford University, University of California San Francisco, University of Chicago, University of Colorado Denver, University of Minnesota, University of North Carolina, University of Pittsburgh, University of Texas Southwestern, University of Washington, University of Wisconsin, Vanderbilt University, Washington University, and Yale University.

Our graduates enter a wide range of popular and competitive specialties, including Anesthesiology, Dermatology, Emergency Medicine, Family Medicine, Internal Medicine, Neurology, Neurosurgery, Obstetrics and Gynecology, Ophthalmology, Orthopaedic Surgery, Otolaryngology, Pathology, Pediatrics, Physical Medicine and Rehabilitation, Plastic Surgery, Psychiatry, Radiation Oncology, Radiology, Surgery, and Urology.

## RESIDENCY MATCH STATS

100%

of graduates from all  
seven classes have  
matched to residency

94%

of graduates match  
in their first-choice  
specialty

33

states plus District of  
Columbia where graduates  
matched with programs



# UPDATES FOR 2020-21

1. Leadership Changes
2. Health Systems Science & Interprofessional Practice
3. Diversity & Inclusion Task Force
4. Strategic Planning
5. Class Size Growth
6. Interprofessionalism Department Transformation

# LEADERSHIP DEPARTURES



**Patricia Wooten**  
Human Resources Manager



**Karen Eley Sanders, EdD**  
Chief Diversity Officer

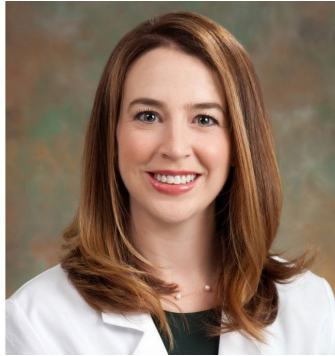


**Kim Blair**  
Assistant VP of Advancement



**Kimberly Dunsmore, MD**  
Chair, Pediatrics

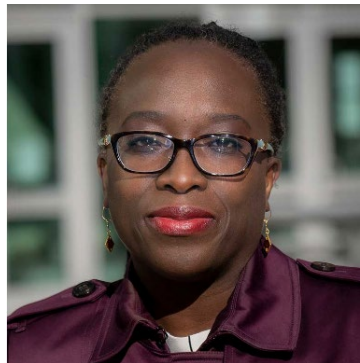
# NEW LEADERSHIP APPOINTMENTS



**Cynthia Morrow, MD and  
Natalie Karp, MD**  
Co-Leaders, Health Systems  
Science and Interprofessional  
Practice Domain



**Melanie K.  
Prusakowski, MD**  
Asst → Assoc Dean for  
Admissions



**Azziza "Kemi" Bankole, MBBS**  
Chief Diversity Officer



**Sarah Henrickson Parker, PhD**  
Chair, Department of  
Interprofessionalism



**Daniel Karolyi, MD, PhD**  
Interim Chair → Chair,  
Department of Radiology



**Donald Kees, MD**  
Interim Chair, Department of  
Pediatrics

# Medical school expands curriculum to include health systems science; names co-leaders

July 2, 2020



Cynthia Morrow



Natalie Karp

Cynthia Morrow and Natalie Karp are the co-leaders of the Virginia Tech Carilion School of Medicine's

new health systems science and interprofessional practice domain. Morrow is the health director of the Virginia Department of Health's Roanoke and Alleghany Health Districts, adding synergies among the health district, medical school, and other organizations to advance the health of our region and community. "Medical education has to change to adapt to the needs of our patients and our health care system," said Karp, a urogynecologist and clerkship director.

Medical Science Educator  
<https://doi.org/10.1007/s40670-020-01148-z>

## MONOGRAPH

### Building Health Systems Science Education from the Core Domain of Interprofessional Education at Virginia Tech Carilion School of Medicine

David W. Musick<sup>1,2</sup> · Richard C. Vari<sup>3</sup> · M. Suzanne Kraemer<sup>4</sup> · David B. Trinkle<sup>2,5</sup> · Patty M. Vari<sup>6</sup> · Judy C. Smith<sup>7</sup> · Lee A Learman<sup>8</sup>

Accepted: 29 October 2020  
© International Association of Medical Science Educators 2020

# Medical Science Educator

The Journal of the International Association of Medical Science Educators

**02-22-21  
Monday**

**Health Professions Educator Series: Health Systems Science Open Forum**

12:00 pm – 1:00 pm  
Via Zoom (See calendar invitation for online participation details)

***What is Health Systems Science?***

Lee A. Learman, MD, PhD  
Sarah Parker, PhD  
Natalie Karp, MD  
Cynthia Morrow, MD, MPH

Open to all interested Carilion Clinic, VTC, and RUC faculty and other health professions educators



## Mission

Our Mission is to advance an inclusive environment that attracts and retains the best talent, values diversity of life experiences and perspectives, and encourages innovation in our pursuit of equity.

VTC Medicine Diversity, Equity, and Inclusion / InclusiveVTCSOM Task Force

**InclusiveVTCSOM Task Force Report**  
February 1, 2021

# InclusiveVTCSOM Task Force

The report is in!

<https://medicine.vtc.vt.edu/diversity/taskforce/report.html>

# InclusiveVTCSOM Leadership

## Chairs

Michael Jeremiah, MD  
Chair, Family & Comm Med



Fidel Valea, MD, Chair  
Obstetrics & Gynecology



Patricia Wooten  
Human Resources Manager



## Liaisons

N.L. Bishop, MinD  
Senior Assoc Dean for Diversity,  
Inclusion, and Student Vitality



Karen Eley Sanders, EdD  
Chief Diversity Officer

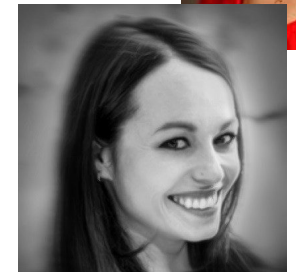


## Consultants

Alicia Cohen, VT Director of  
Diversity Programs



Erin McCann, VT Director of  
Strategic Planning





# InclusiveVTCSOM Steering Committee

Member's Name	Affiliation
Dr. Michael Bergen	Assistant Professor, Radiology
Dr. Elda Stanco Downey	Senior Instructor, Interprofessionalism
Paul Hudgins	Carilion Clinic - SVP, Chief Human Resources Officer
Dr. Don Kees	Carilion Clinic - Designated Institutional Official of GME
Dr. Brittany Lloyd	Resident, General Surgery
Giovanni Malaty	M4-Student
Sahana Nazeer	M2-Student
William Reis	M3-Student
Kim Roe	Carilion Clinic - VP, Family and Community Medicine
Kenny Young	M2-Student

### **Phase I Curriculum, M1 and M2 Years**

1. Broaden the curricular content to include areas not currently incorporated or fully addressed, such as the impact of identity on healthcare delivery and outcomes, implicit bias, structural racism, race-based medicine, imposter syndrome, LGBTQ+ and multicultural aspects of history and exam skills.
2. Ensure that faculty utilize content and teaching approaches that address bias and racism, and reflects broader diversity of patient examples and cases.

### **Phase II Curriculum, M3 and M4 Years**

3. Modify curricular content to ensure that concepts of race, racism, and race-based medicine are addressed wherever applicable.
4. Ensure that faculty and clerkships are evaluated on their ability to appropriately address the topics of race, racism, and race-based medicine.

### **Student Support**

5. Cultivate an inclusive VTC campus culture through a deliberate messaging campaign and dedicated space for activities, services, and celebration of diversity.
6. Enhance student support services with a focus on counseling, financial aid and literacy, and use of a campus-based ombudsperson.
7. Recognize student performance and success in expanded ways that ensure equity across the diversity of the student body.

## **Community Engagement**

8. Create new opportunities for partnerships and programs that will enhance engagement with our community throughout the Greater Roanoke Area to solidify the school's reputation as a trusted resource and valuable health education partner.
9. Deliberately and systematically, foster community involvement and support by the students, faculty, and staff.
10. Provide opportunities and expectations for faculty, staff, and students to learn about the history of diversity, race and healthcare, social justice, inclusion, and exclusion that has shaped the local population.

## **Admissions**

11. Utilize multiple strategies to consistently meet or exceed the compositional diversity of students at public medical institutions in Virginia.

## **Faculty & Staff Recruitment, Development & Retention**

12. Share and utilize best practices across VTCSOM, Fralin Biomedical Research Institute (FBRI), Virginia Tech, and Carilion Clinic to recruit, mentor and retain a diverse faculty and staff.

## **Learning & Working Environment**

13. Optimize the process of reporting concerns related to issues of diversity, equity, and inclusion in the learning and working environment.
14. Provide additional training opportunities and requirements (e.g., implicit bias, microaggressions, and bystander role) for faculty, residents, staff, and students.
15. Intentionally reach out to appropriate individuals and committees of Carilion Clinic to align and strengthen efforts related to the learning and working environment on issues of diversity, equity, and inclusion.

## Implementation Plan Initial Tasks and Timelines

### FEBRUARY 2021

VTC SOM leaders met with working groups to clarify recommendations, determine resource needs

- Phase 1 curriculum: **Rick Vari**
- Phase 2 curriculum: **Tracey Criss**
- Student support: **Aubrey Knight**
- Community engagement: **Dave Trinkle**
- Admissions: **Melanie Prusakowski**
- Learning/Working Environment: **Dan Harrington**
- Faculty/Staff Recruitment, Development, Retention: **David Musick**

Critical needs requests totaling \$150,000 for FY22 submitted to Virginia Tech finance on 2/26/21

## Implementation Plan Initial Tasks and Timelines

### MARCH 2021

- Dani Backus designated as project manager responsible for:
  - Organizing and tracking progress with implementation
  - Developing milestones, metrics, and summary dashboards
  - Linking efforts to strategic plan and institutional effectiveness reporting
  - As requested, providing updates to accountable leaders, diversity team, Dean
- Dean, accountable leaders, project manager, finance and diversity team to review and finalize implementation timelines under various budget scenarios
- Communications strategy development
- March 22 5:30-7pm: Town Hall for VTC SOM Community



Dani Backus, MS, PMP, SSGB

Senior Director, Institutional Effectiveness and Accreditation

540-526-2516

[dbackus@vt.edu](mailto:dbackus@vt.edu)

Riverside 1 Suite 107

# Change Management Approach

## Phase 1 – Creating a climate for change: **completed**

1. Create urgency – June 2020 Town Hall
2. Form a powerful coalition – August 2020 (Task Force formed)
3. Create a vision for change – February 2021 (TF recommendations)

## Phase 2 – Engaging and enabling the whole organization: **in progress**

4. Communicate for buy-in – March 22 Town Hall
5. Empower action
6. Create short-term wins

## Phase 3 – Implementing and sustaining change: **pending**

7. Don't let up (pressure to revert to old ways)
8. Make it stick (a culture that eats strategy for breakfast)

<https://www.qualitygurus.com/six-sigma-and-change-management/>

On behalf of a grateful medical school I send my heartfelt thanks to all of you who served on the Task Force, its steering committee and working groups. Special recognition is due our medical students for being engaged in every aspect of this work, and our task force co-chairs and Karen Sanders for assuring a comprehensive and informative report was completed by February 1. Thank you for entrusting your recommendations to us for implementation, and for joining us on the journey ahead!

Lee Learman, MD, PhD

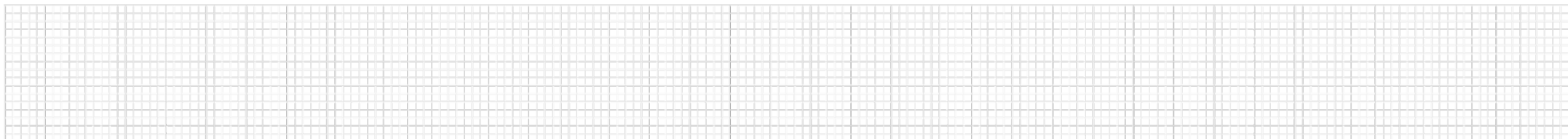
Dean

Read the InclusiveVTC SOM Task Force Report

<https://medicine.vtc.vt.edu/diversity/taskforce/report.html>



# VTCSOM STRATEGIC PLAN





## VTCSOM Strategic Plan Timeline

In collaboration with our parent university (Virginia Tech), our health system partner (Carilion Clinic) and other community stakeholders, we will understand the challenges and opportunities we face as a medical school and respond with a comprehensive plan to achieve feasible, sustainable and measurable objectives.

Mid-to Late January

Feedback/engagement sessions

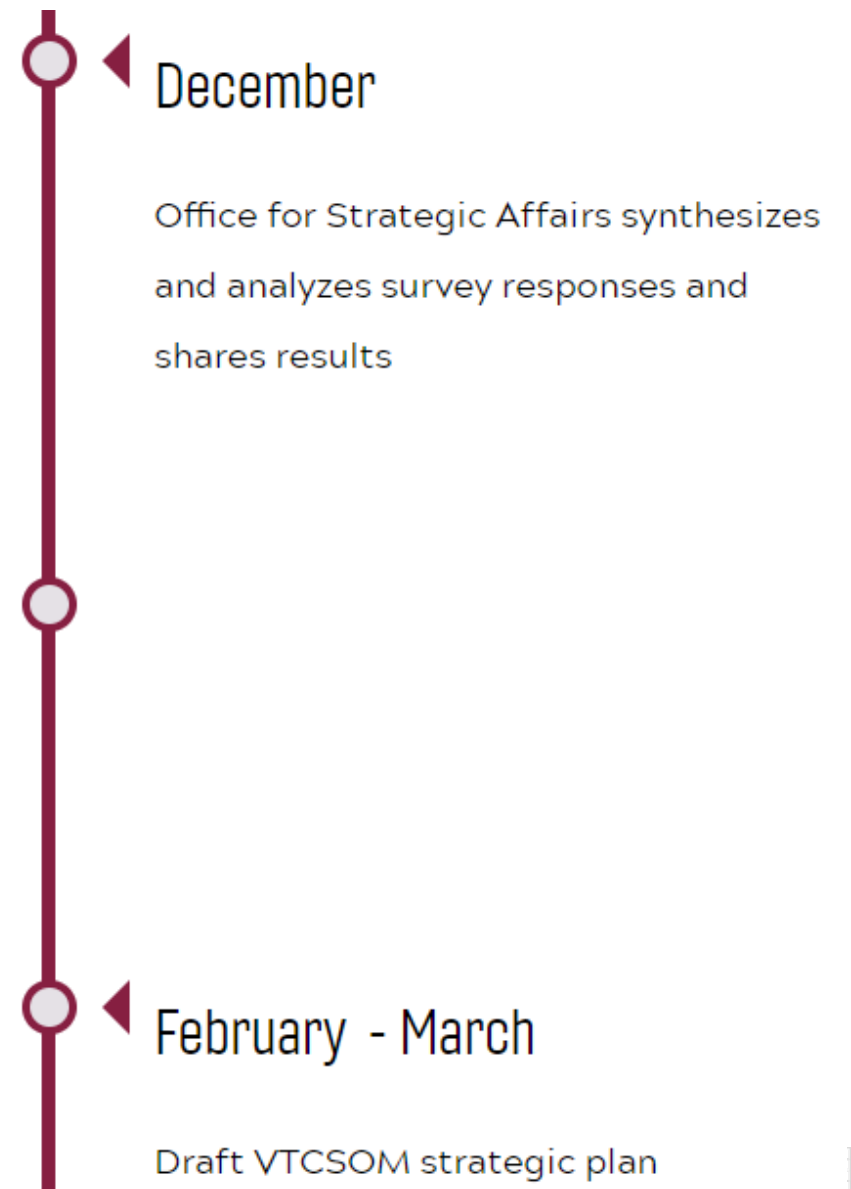
December

Office for Strategic Affairs synthesizes and analyzes survey responses and shares results

February - March

Draft VTCSOM strategic plan

Primary Role	Survey Responses
Faculty	160
Staff	32
Resident/Fellow	51
Roanoke Community Member	45
VTCSOM Alumni	61
Dean or Chair	10
Medical Students	112
• <i>M1 Student</i>	40
• <i>M2 Student</i>	38
• <i>M3 Student</i>	21
• <i>M4 Student</i>	13
VTC Graduate Student	9
Other	19
<b>Total</b>	<b>499</b>



# Strategic Planning Committee

## Chairs

- **David Musick**, PhD, Senior Dean for Faculty Affairs
- **Rebecca Pauly**, MD, Professor and Vice Chair for Education, Department of Medicine

## Committee Members

- **Dani Backus**, MS, PMP, SSGB, Senior Director, Institutional Effectiveness and Accreditation
- **Paul Davenport**, Vice President for Emergency Services and Care Management, Carilion Clinic
- **Joshua Eikenberg**, MD '15, MPH, Assistant Professor, Department of Medicine (Dermatology)
- **Casey Engel**, M1 Class President
- **Daniel Harrington**, MD, Vice Dean VTCSOM and Vice President for Academic Affairs, Carilion Clinic
- **Heidi Lane**, EdD, Assistant Dean for Clinical Skills Assessment and Education
- **Eduardo Lara-Torre**, MD, Professor and Vice Chair, Department of Obstetrics & Gynecology
- **Giovanni Malaty**, M4 Class President
- **Sahana Nazeer**, M2 Class President
- **William Reis**, M3 Class President



# CLASS SIZE GROWTH POTENTIAL

Original VTCSOM size = 168 (42 per class)

<u>Neighbors</u>		<u>Schools of Comparable Age (VTCSOM accredited in 2009)</u>			
EVMS	607	FI International (2007)	501	UT Austin (2015)	200
UVA	666	U Central Florida (2008)	496	CA Northstate (2015)	338
VCU	881	Florida Atlantic (2011)	256	Quinnipiac (2012)	380
WVU	448	UC Riverside (2012)	254	Western MI (2012)	301
UNC	846				
Duke	565				
ETSU	286				

# VTCSOM 2019 Task Force on Class Size Increase

Name	Affiliation(s)	Title(s)
Tracey Criss, MD	VTCSOM/CC	Assoc Dean Clin Sci, Years 3 & 4
Hailey Gosnell, MS3	VTCSOM	Class of 2021 (Representative)
Sue Gregory	VTCSOM	Director of Finance
Daniel Harrington, MD	VTCSOM/CC	Vice Dean / VP Academic Affairs
Natalie Karp, MD	CC/ VTCSOM	OBGYN Clerkship Director
Don Kees, MD	CC/ VTCSOM	DIO, Vice Chair Pediatrics
Aubrey Knight, MD	VTCSOM/CC	Senior Dean, Student Affairs
Leslie LaConte, PhD	VTCSOM	Asst Dean Research
Heidi Lane, EdD	VTCSOM	Senior Director, Clinical Skills Assessment & Education
Christy Matthews	CC	Finance Manager
William Reis, MS2	VTCSOM	Class of 2022 (President)
Tarin Schmidt-Dalton, MD	VTCSOM/CC	Assoc Dean Clin Sci, Years 1 & 2
Richard Vari, PhD (Chair)	VTCSOM	Senior Dean, Academic Affairs




LIAISON COMMITTEE ON  
MEDICAL EDUCATION

The proposed increase would result in an entering class size of 49 medical students annually beginning in 2020, which is an increase of 7 students from the current 42 students.

<b>LCME Determination</b>	Resources appear adequate to support the proposed change
<b>Required Follow-Up for the School</b>	No further information on this item is requested at this time

- Space: 5 new offices, 2 new PBL rooms, expanded library seating
- Budget approved by Virginia Tech and Carilion Clinic for incremental growth from 42 → 49 → 56 per class

# Potential Growth Plan

	AY19-20		AY20-21		AY21-22		AY22-23		AY23-24		AY24-25		AY25-26		AY26-27
M1	42	7	49	-	49	4	53	3	56	-	56	-	56	-	56
M2	42	-	42	7	49	-	49	4	53	3	56	-	56	-	56
 M3	42	-	42	-	42	7	49	-	49	4	53	3	56	-	56
M4	42	-	42	-	42	-	42	7	49	-	49	4	53	3	56
<b>Total</b>	<b>168</b>	<b>7</b>	<b>175</b>	<b>7</b>	<b>182</b>	<b>11</b>	<b>193</b>	<b>14</b>	<b>207</b>	<b>7</b>	<b>214</b>	<b>7</b>	<b>221</b>	<b>3</b>	<b>224</b>

# Virginia Tech Carilion School of Medicine sees 48 percent increase in applications

December 2, 2020

The [Virginia Tech Carilion School of Medicine](#) received **6,374 applications**, a **48 percent increase** from last year's **total of 4,299**. The school's application deadline for the Class of 2025, which has 49 available seats, was Dec. 1.

"More and more people are discovering the Virginia Tech Carilion School of Medicine and recognizing it as a place to become systems-minded scientist physicians," said Lee Learman, dean of the Virginia Tech Carilion School of Medicine. "In addition, our continued success in matching all of our graduates to top-choice residency programs is attractive to prospective students."

The Virginia Tech Carilion School of Medicine has been in demand since the first class started their studies in 2010, but has become more competitive each year. Over the past five years, the Virginia Tech Carilion School of Medicine averaged around 4,000 applications for less than 50 available positions.

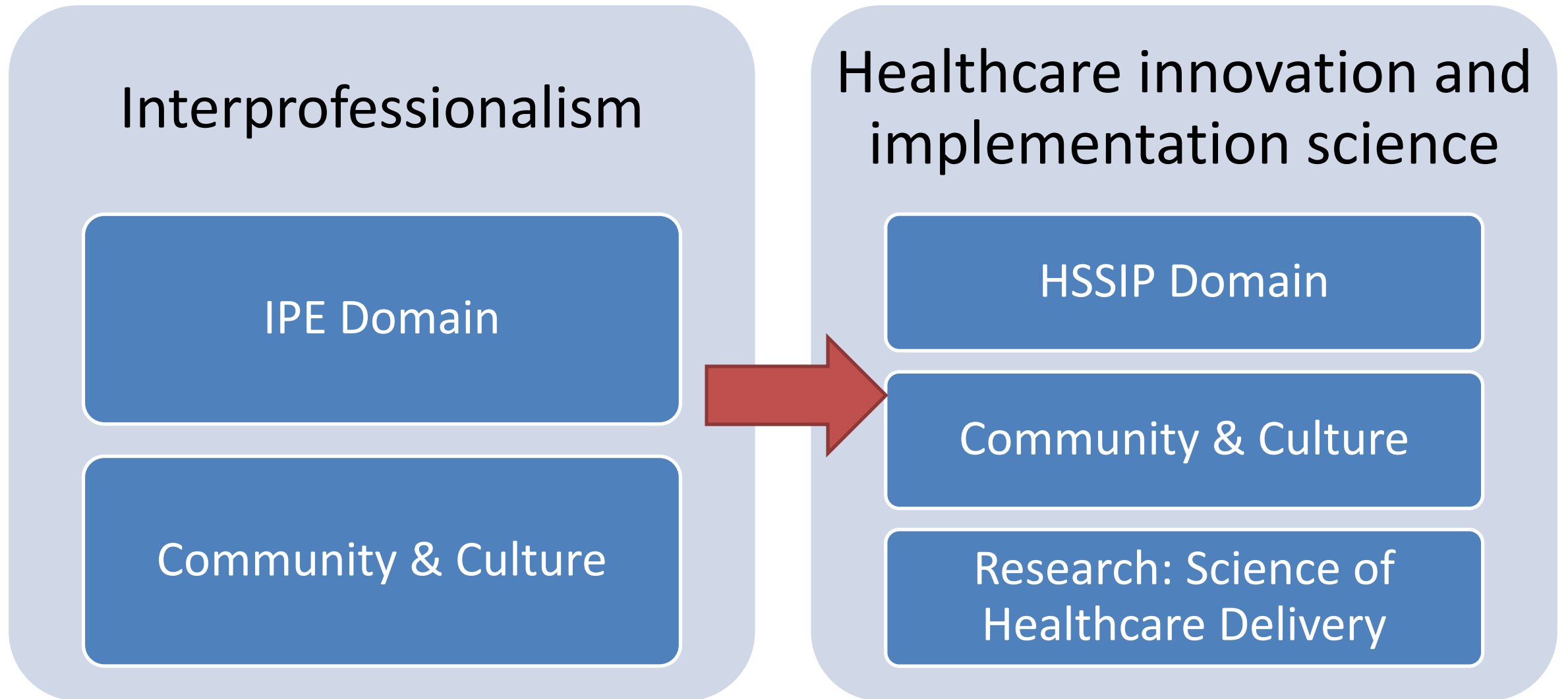
Medical school applications are up nationwide this year. The American Medical College Application Service, which processes submissions for most U.S. medical schools, reported a nearly 17 percent increase in applications near the end of October. In the past decade, the year-over-year increase has averaged less than 3 percent.



# VTCSOM 2021 Task Force on Capital Growth

Name	Affiliation(s)	Title(s)
Tracey Criss, MD	VTCSOM/CC	Assoc Dean Clin Sci, Years 3 & 4
Hailey Gosnell, MS3	VTCSOM	Class of 2021 (Representative)
Sue Gregory	VTCSOM	Director of Finance
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Richard Vari, PhD (Chair)	VTCSOM	Senior Dean, Academic Affairs

# Departmental Transformation





## 2021-22 Preview

1. Welcome 2<sup>nd</sup> class of 49, consider future growth
2. Continue HSSIP curriculum implementation
3. Adapt curriculum schedule to address Step 1 P/F
4. Implement InclusiveVTCSOM Recommendations and refreshed VTCSOM Strategic Plan
5. Recruit research faculty, submit center proposal
6. Continue robust fundraising efforts

# Medical school alumni return to serve in Southwest Virginia

January 5, 2021



As the Virginia Tech Carilion School of Medicine's charter class finishes residency and fellowship training, some are beginning to put down roots where their medical education began in Roanoke, Virginia.

Left to right:

- Andrew Moore: EM (NW), Res (OHSU)
- Robert Brown: IM/EM, CritCare (U Maryland)
- Don Vile: IM, Hem-Onc (Wake Forest)
- Josh Eikenberg: Dermatology (Carilion)
- Matt Joy: Plastic Surgery (Carilion),  
Reconstructive Microsurgery (U Penn)
- Ashley Gerrish: Surgery (Carilion), MIS (VCU)

.....

# **Annual Meeting of the VTCSOM Faculty Association March 1, 2021**

Patrice M. Weiss, M.D.  
Carilion Clinic

Executive Vice President, Chief Medical Officer  
Professor Virginia Tech Carilion School of Medicine



We're   
**GROWING**  
SAME COMMITMENT. DIFFERENT LOCATION.

**CARILION**  
**Children's**





EMERGENCY

CARILION  
CARDIOVASCULAR INSTITUTE

PARKING GARAGE





CARILION CLINIC  
**VISION  
2025**



Engage our  
Communities

Connected,  
Convenient,  
Collaborative  
Care

Community  
Benefit

Clinical  
Advancement  
and  
Patient Safety

Innovation  
and Research

Workforce  
Now and  
Tomorrow

Financial  
Vitality



## ENGAGE OUR COMMUNITIES

**Executive champion:** Nancy Howell Agee

**SMT champions:** Paul Davenport; Joseph Moskal, M.D.

Partnerships and collaborations with individuals, businesses and policymakers contribute to health and economic vitality.



## CONNECTED, CONVENIENT, COLLABORATIVE CARE

**Executive champion:** Steve Arner

**SMT champions:** Steve Morgan, M.D.; Meg Scheffel

Patient-centered, coordinated, collaborative care improves health outcomes, patient satisfaction, staff productivity and morale and reduces overall cost of care. Team-based, interprofessional care is a hallmark of the Carilion way.



## CLINICAL ADVANCEMENT AND PATIENT SAFETY

**Executive champion:** Jeanne Armentrout

**SMT champions:** Carl Cline; Suzanne Kraemer, M.D.

Enterprise-wide (ambulatory and inpatient) shared responsibility for an effective, data-driven, continuous quality improvement culture with high reliability; safety is our number-one priority. Clinical advancement and patient safety are guided by achieving top decile outcomes, seamlessly coordinated care and excellent patient experience.



## COMMUNITY BENEFIT

**Executive champion:** Donald Halliwill

**SMT champions:** Matthew Barr; Shirley Holland

Improve outcomes for preventable mortality, morbidity and prevalence of conditions that impact adults' ability to work, children's ability to learn and seniors' ability to enhance their safety and well-being.



## INNOVATION AND RESEARCH

**Executive champion:** Nicholas Conte

**SMT champions:** Michael Abbott; Keith Perry; Paul Skolnik, M.D.

Spur innovation and research to solve care delivery issues and improve patient outcomes and economic vitality.

FALL 2020 | WINTER 2021

# Carilion Medicine

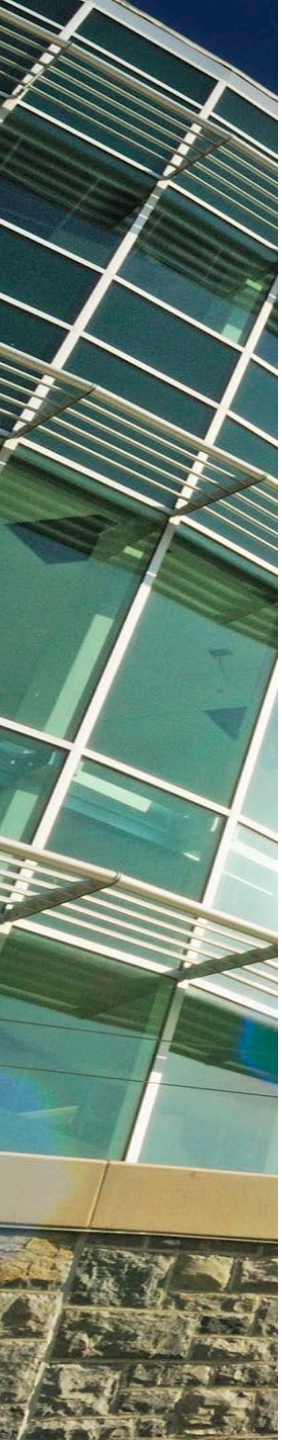
In partnership with the Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute at VTC

## SURGE PROTECTORS

Before the first patient with coronavirus had even arrived, Carilion Clinic was ready







# Faculty Affairs Update

*David W. Musick, Ph.D.*  
*Senior Dean for Faculty Affairs*

**VTC** | **Virginia Tech Carilion**  
School of Medicine

# Faculty Affairs – General Update



What's  
happening?


- Our faculty now participating fully in governance at Virginia Tech
- Committees, Commissions, Councils, Faculty Senate
- Many thanks to all who are serving!

# Coming Attractions!

- COVID-related promotion extensions
- Tenure to employment for VT-employed faculty
- Name change: Department of **Interprofessionalism** to Department of **Healthcare Innovation & Implementation Science**
- Ongoing work on promotion guidelines (school, departments)

## Coming Attractions

You Won't Believe What You're Going To See!!



# Faculty Bylaws (Sent Out Prior)

1. Removal of LETS-C committee
2. New committee: VTCSOM  
Honor Board
3. Category of secondary faculty appointments
4. Voting privileges for all faculty
5. Faculty “assembly” now “association”
6. Peer evaluation of teaching required in TTT track
7. Visiting faculty appointments
8. Promotion terminology



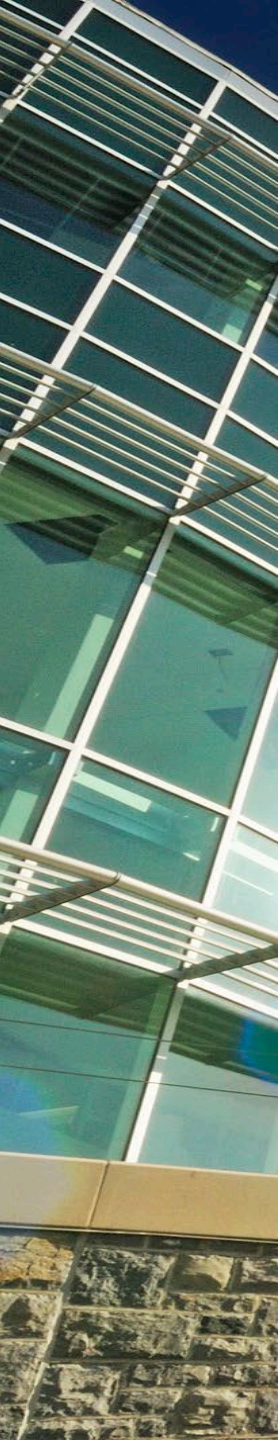
# Upcoming Elections to Faculty Committees

- Opportunities available to seek election to both VTCSOM and university faculty committees, commissions, councils
- Call for nominations to be distributed in the coming weeks
- Elections will take place in early to mid-April
- Committee terms begin July 1, 2021



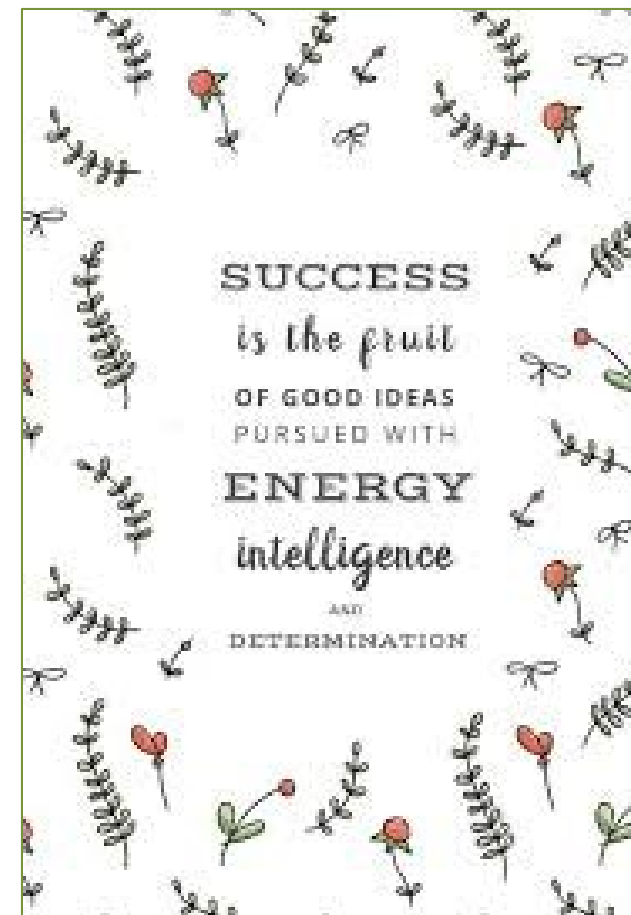
# Appointment, Promotion and Tenure (APT) Committee

- **107** faculty members have received promotion within VTCSOM from inception to June 30, 2020
- All promotions are reviewed by Department Chairs, Departmental APRT Committees, APT Committee, Dean, Provost, President and Board of Visitors
- <https://medicine.vtc.vt.edu/faculty-affairs/promotion.html>



# 2019-20

## Faculty Promotions





# Promotions:

## Assistant to Associate Professor

- Dr. Joshua Adams-Surgery
- Dr. Anyanwu Chinekwu-Internal Medicine
- Dr. Anthony Baffoe-Bonnie-Internal Medicine
- Dr. Allen Blackwood-Pediatrics
- Dr. Anthony Capito-Surgery
- Dr. Mark Feldmann-Surgery
- Dr. Silvia Jaimes Ocazonez-Pediatrics
- Dr. Amy Kryder-Pediatrics
- Dr. Sarah Parker-Basic Science Education
- Dr. Krish Ramachandran-Internal Medicine
- Dr. Justin White-Psychiatry and Behavioral Medicine





# Promotions: Associate Professor to Professor

- Dr. Michael Fox-Pediatrics & Basic Science Education
- Dr. Tananchai (A) Lucktong-Surgery
- Dr. William Rea-Psychiatry and Behavioral Medicine
- Dr. Jon Sweet-Internal Medicine