Initial Report
of the
Morehouse School of Medicine Program Review Panel
April 2004

In December 2003 Dr. Gavin appointed a panel to plan and conduct an institution-wide program review of MSM's principal academic and administrative support activities for the purpose of determining, in view of the school's mission, 1) if the function is core and essential to the Institution, 2) if it is operating effectively, 3) if it can operate more efficiently, and 4) what the effect of additional or fewer resources would have on its operation. Program review panel members, in addition to the President are both Senior Vice Presidents, the Vice President for Finance, Chair of the Institutional Effectiveness Committee, and the Director of Planning.

The panel developed a survey document, to be completed by each academic and

felt that this ambitious schedule would provide timely information for planning and budgeting for the next academic/fiscal year, and that conducting the reviews in a compressed time period allowed for a more cohesive understanding of the programs and functions underway at the Morehouse School of Medicine. In general, the panel found the program review process to be helpful in providing a "snapshot" view of current operations.

It is clear that the Morehouse School of Medicine has attracted a cadre of talented, committed, creative faculty, staff and administrators. This is evidenced by the thoughtful, thorough manner in which they prepared for the program review, and the widespread achievement of many positive outcomes, often with severely limited resources.   As the School begins its second quarter-century it has become a robust academic health center and research enterprise. It has, though perhaps to a smaller degree, many of the successes and problems of institutions that are much larger. The program review process has provided a mechanism to document the complexity of the organization, its programs and support functions.

While many issues were raised during the program review process, this initial report will focus on the highest priority items and the most commonly cited issues. They will be addressed in the FY2005 budgeting and planning processes, or as high priority operational issues to be resolved.

Urgent Budget Issues
Accreditation of the School's education programs is the top priority and becomes an urgent user of resources because of the accreditation schedules. In FY2005, the School will undergo the accreditation processes of the Liaison Committee on Medical Education (LCME) and of several residency review committees. We know now that there is a dearth of teaching faculty in the medical education program. Thus, **attraction and retention of additional highly 1   [(de)4(a)p q 0 Td   [1   [(de)4(a)pt9. (pl)-2(e)6(r)o cey , oTd   [i,**

PROGRAM REVIEW REPORTING

Executive summary –this report will be used as a reference in the budget call letter

x What we did

x Highlights of findings

  o Emphasize the most commonly cited concerns while acknowledging many other important issues and concerns raised in the process

x Principal recommendations and most urgent budget issues for FY2005

  o Accreditation – CEPH, LCME, ALAC, residency programs

   ƒ Assure adequate support and direction for accreditation of MPH program

   ƒ Assure adequate support for ALAC accreditation

   ƒ Strengthen recognized areas of deficiency in the MD teaching program

   ƒ Assure adequate support for pending accreditations of residency programs

   ƒ Establish a fund under the authority of the Dean for recruitment and other emergent education and accreditation-related issues

  o Cross-cutting concerns

   ƒ Improve processes and shorten cycle times for personnel processing and hiring with emphasis on using available electronic technology

   ƒ Improve the efficiency and shorten execution time for purchases of goods and services with emphasis on using available electronic technology

   ƒ Provide for adequate and timely maintenance, upkeep and servicing of institutional facilities

   ƒ Provide a strategy and process for integrating strategic planning and budgeting for a priority-driven resource allocation system