PROMOTION RECOMMENDATION
The University of Michigan
School of Information

Julia Adler-Milstein, assistant professor of information, School of Information, and assistant professor of health management and policy, School of Public Health, is recommended for promotion to associate professor of information, with tenure, School of Information, and associate professor of health management and policy, without tenure, School of Public Health.

Academic Degrees:

Ph.D.	2011	Harvard University, Cambridge, MA
B.A.	2001	Stanford University, Palo Alto, CA

Professional Record:

2011 – present	Assistant Professor, School of Information and School of Public Health, University of Michigan
2003 – 2005	Research Analyst, Partners HealthCare System, Center for Information Technology Leadership
2001 – 2003	Consultant, Accenture, Strategy & Business Architecture Group, Health & Life Sciences Division

Summary of Evaluation:

Teaching: Professor Adler-Milstein joined the University of Michigan (UM), School of Information (UMSI) during the launch of the Master of Health Informatics (MHI) program and thus had the opportunity to create and offer entirely new courses in her area of interest. The first of these courses, "Critical Policy Issues in Health IT," was first offered in fall 2011 and plays a pivotal role in the MHI curriculum. The course focuses on the dynamic technological environment in health care organizations which has been made more complex by the recent federal initiatives relating to health information technology policy. In the course, Professor Adler-Milstein and her students examine real-world cases that raise policy, ethical, information privacy, and security issues of critical importance to patients and health care organizations. Professor Adler-Milstein has offered this course three times and the mean student ratings for both Q1 and Q2 have exceeded 4.75 each time. Her second course, "Managing Health IT," lies at the intersection of management science and health information technology. It is a required course in the MHI curriculum. In this course, she employs the Harvard Business School case-based teaching approach, which has proven to be very successful. Professor Adler-Milstein has offered this course twice, in the fall 2013 and 2014 semesters. In "Managing Health IT," the mean student rating across Q1 and Q2 have also exceeded 4.75. Her ratings as an instructor approach the top of the scale. The consistency of the ratings demonstrates that Professor Adler-Milstein is an excellent teacher whose pedagogical methods are very effective.

Research: Professor Adler-Milstein's scholarship has relevance in a number of fields. She has published in the top journals in several disciplines including policy (*Health Affairs*), health

informatics (*Journal of the American Medical Informatics Association*), medicine (*Annals of Internal Medicine* and *American Journal of Managed Care*) and management (*Management Science*).

In total, Professor Adler-Milstein has published 41 peer-reviewed articles and was the first or senior author on 33 of them. Her publications are broadly cited; three peer-reviewed publications have garnered over 100 citations each. Altogether, her papers have more than 1,500 citations. This quantity is impressive, but the letter writers also commented on the quality of the scholarship.

Professor Adler-Milstein has successfully obtained substantial research funding from diverse agencies, such as the US Agency for Healthcare Research and Quality, the California HealthCare Foundation, The Commonwealth Fund, and Department of Health and Human Services – Office of the National Coordinator for Health IT.

Professor Adler-Milstein's national reputation is also evident from the influential awards she has received for her research: the New Investigator Award from the American Medical Informatics Association (2014); the Seema S. Sonnad Emerging Leader in Managed Care Research Award from the *American Journal of Managed Care* (2015); the Top 10 Influential Women in Health IT designation from Fierce Health IT; the Impact Accelerator Award from the Institute for Health Policy and Innovation, University of Michigan (2015); and the Henry Russel Award for Outstanding Junior Faculty from the University of Michigan (2015).

Recognition of Professor Adler-Milstein's work extends beyond academia. In March 2015, she testified before the United States Senate Committee on Health, Education, Labor, and Pensions. The topic of the hearing was "America's Health IT Transformation: Translating the Promise of Electronic Health Records into Better Care."

Recent and Significant Publications:
D.A. Cross, S. Lin, J. Adler-Milstein, "Assessing Payer Perspectives on Health Information Exchange," *Journal of the American Medical Informatics Association,* online publication, 2015.

J. Adler-Milstein, K. W. Scott, A. K. Jha, "Leveraging Electronic Health Records to Improve Hospital Performance: The Role of Management," *Health & Healthcare in American: From Economics to Policy*, AAHEcon, 2014.

J. Adler-Milstein, G. R. Cohen, A. Markovitz, M. Paustian, "The Impact of HIT on Cost and Quality in Patient-Centered Medical Home Practices," In *AMIA Annual Symposium Proceedings, American Medical Informatics Association*, 2014, pg. 232-239.

M. Furukawa, J. King, V. Patel, J. Hsiao, J. Adler-Milstein, A. K. Jha., "Despite Substantial Progress in HER Adoption, Health Information Exchange and Patient Engagement Remain Low in Office Settings," *Health Affairs*, 2014, Vol. 33, No.9, pg. 1672-1679.

Service: Professor Adler-Milstein complements her teaching and research with significant levels of mentoring master's (primarily MHI) students, and research supervision of three doctoral

students who are primarily pursuing the Ph.D. degree through the Department of Health Management and Policy (HMP) in the School of Public Health. Her Ph.D. students are making consistent progress under her supervision and she regularly publishes with them. Her supervision of Ph.D. students reflects good use of her joint appointment. Her efforts in this regard sustain, in our view, an important link between the UM Schools of Information and Public Health. At the School of Information, Professor Adler-Milstein has been an important member of the Master of Health Informatics Program Committee since 2011, and has been involved in recruiting MHI and Ph.D. students. She has also co-led a faculty search committee and served on three search committees in total. She was also elected by fellow faculty members to the Dean's Advisory Committee.

External Reviewers:
Reviewer A: "....I fully support Professor Adler-Milstein's case for tenure at the University of Michigan. I believe her scholarly accomplishments are consistent with the expectations of performance at the rank among top institutions across the world."

Reviewer B: "... [Professor] Adler-Milstein is beyond outstanding in her role as researcher, which is bolstered by her exemplary activities related to teaching and service. I heartily support her promotion to the rank of Associate Professor with tenure."

Reviewer C: "In terms of research and national service, [Professor] Adler-Milstein would meet the requirements for appointment as tenured associate professor at [my institution]."

Reviewer D: ".... [Professor] Adler-Milstein is exactly the type of colleague I would love to have in my department at [my institution]. She is productive, insightful, and influential. Few at her stage of a career have the national reputation she undisputedly has as evidenced by her awards and speaking engagements."

Reviewer E: ".... [my institution], would unquestionably approve [Professor] Adler-Milstein's promotion to the rank of Associate Professor with tenure. I have no doubt she will continue to be a credit to your organization and look forward to her continued contributions to the field."

Reviewer F: "[Professor] Adler-Milstein's promotion has my highest possible level of support. I marvel at her accomplishments and look forward to what lies ahead for her."

Reviewer G: "I recommend [Professor] Adler-Milstein without any reservation for promotion to Associate Professor (with tenure) in the School of Information at the University of Michigan."

Reviewer H: ".... I feel [Professor] Adler-Milstein's academic output has been of sufficient innovation and impact to meet this criterion for promotion."

Reviewer I: "[Professor Adler-Milstein's] work has been covered in the *New York Times* and by *National Public Radio* on several occasions – an important mark of impact for a policy researcher, especially."

Reviewer J: "..., I offer my highest possible endorsement of [Professor] Adler-Milstein for promotion and tenure at the University of Michigan. This is a no brainer. Given how my own work has always spanned multiple disciplines and schools, I have a personal appreciation for how [Professor] Adler-Milstein has successfully combined her interest in policy and IT into a vibrant academic career."

Reviewer K: "I would certainly give [Professor Adler-Milstein] my highest rating and highly recommended her for appointment as Associate Professor with tenure at the School of Information at the University of Michigan."

Reviewer L: "[Professor Adler-Milstein] is clearly destined to become a future leader in her field and she will likely rise to any level of academic achievement that she might seek. You are fortunate to have her as a rising-start member of your School's faculty."

Summary of Recommendation

Professor Adler-Milstein's teaching, research, and service are well above the level expected of junior faculty members. With the overwhelming support of the promotion and tenure committee of the School of Information and the School of Public Health, we enthusiastically recommend Julia Adler-Milstein for promotion to associate professor of information, with tenure, School of Information, and associate professor of health management and policy, without tenure, School of Public Health.

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Thomas A. Finholt
Interim Dean, School of Information

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Martin A. Philbert
Dean, School of Public Health

May 2016