

## AHC FACULTY CONSULTATIVE COMMITTEE

November 21, 2014  
Minutes of the Meeting

[In these minutes: Debrief from November 20 Third Thursday, Agenda Items for December Meeting with Dr. Jackson, Goals for the 2014 – 2015 Academic Year, Faculty Input into Policies at the AHC and University]

*These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions, or actions reported in these minutes reflect the views of, nor are they binding on, the Senate, the Administration, or the Board of Regents.*

Present: Kathleen Krichbaum, (chair), Paul Bohjanen, John Connell, Les Drewes, Robert Kratzke, Sandra Myers, Ned Patterson, Wendy St. Peter

1. Professor Krichbaum called the meeting to order and welcomed those present.
2. Members unanimously approved the October 24, 2014 minutes.
3. Following approval of the minutes, members debriefed from last night's Third Thursday. Professor Krichbaum said she thought it was a good presentation and noted that it was different than typical Third Thursday presentations because it focused on practice and precautions rather than research. Members' ideas and suggestions for improving upcoming Third Thursday events included:
  - Have presenters use a microphone.
  - Start Third Thursdays at 4:00 rather than 4:30.
  - Survey faculty to get their feedback about Third Thursdays and suggestions for topics.
  - Provide comment cards to attendees so they can provide feedback about the event or suggestions for future presentations.
  - Have a mix of standing and sitting tables.
  - In the announcements that are sent out to faculty, make sure the topic is prominently placed at the top of the message; make the topic obvious.
  - Ask attendees to put their department or school on their nametags.
4. Professor Krichbaum reported that Dr. Jackson has a scheduling conflict on December 2, 2014 so a new December dates needs to be identified. Dr. Jackson would be able to meet with the committee on December 12 or he also has availability later in the month. The committee decided to move the December meeting to the 12<sup>th</sup>. Having made that decision, the committee went on to talk about agenda items for the meeting with Dr. Jackson. Members agreed they would like to continue the discussion from the November meeting where they talked about the draft AHC Goals/Priorities, and to share with Dr. Jackson faculty concerns and propose suggestions for changes that could be made in order to get more faculty buy-in. Top concerns that members have heard from their colleagues included:

- Metrics - A number of faculty believe only recognizing first/last authorship will decrease collaborative research. Instead, the suggestion was made to consider keeping first/last authorship as a metric, but add a second metric that includes all publications.
- Duluth not specifically incorporated into overall goals/priorities. Clearly articulate the role Duluth will play.
- No focus on or acknowledgement of service.
- Metrics – Scale metrics to the percentage of effort faculty have for research. Clinical faculty are concerned what this means for them and how it could change their job.
- The goal does not address the health of the state, which is part of the land grant mission in the AHC.
- Multidisciplinary research and team science need to be integrated into the document and a metric developed for measuring it.

Professor Bohjanen said Dr. Jackson believes the metrics will not have a major impact on promotion and tenure. Instead, the main purpose for the metrics is to compare units/faculty with other institutions across the country. Professor Bohjanen recalled that Dr. Jackson mentioned holding a town hall meeting to address concerns, and he thinks would be a good idea. Currently, there is a lot of angst around the goals/priorities and it would be helpful to faculty if Dr. Jackson could clearly articulate the purpose of the metrics. Professor St. Peter agreed and said it will be important for Dr. Jackson to let faculty know how the metrics will and will not be used.

Based on this discussion, Professor Krichbaum volunteered to write a letter to Dr. Jackson outlining faculty concerns about the goals/priorities that AHC FCC members have heard. She said she would make sure he receives the letter prior to the committee's December 12 meeting with him where it will be discussed. Professor St. Peter volunteered to work on the letter with Professor Krichbaum.

In addition to continuing the AHC goals/priorities discussion, Professor Connell said he would like Dr. Jackson to provide another update on the Blue Ribbon Committee, which Governor Dayton formed to enhance the national prominence of the Medical School.

Regarding the issue of clinical faculty, research and metrics, noted Professor Bohjanen, given the University has a Clinical and Translational Science Institute (CTSI), clinical faculty must be engaged in research. Clinical faculty should be part of multi-disciplinary teams that are working with tenured faculty and other researchers. Doing this would be far more effective than increasing the University's NIH ranking and getting more grants. Professor St. Peter said this goes along with the idea of transformative research to change health systems in order to improve care. The current health care system is fragmented and does not work particularly well. She added that this is not articulated well in the AHC Goals/Priorities. Professor Bohjanen noted that there are opportunities in this area for the AHC with the new Ambulatory Care Center. Professor Connell said this also fits in with the objectives of the CTSI. Professor Bohjanen added first/last authorship and being a PI on a grant, does not give credit to clinicians who may become engaged in

research. The metrics seem too focused on the PIs and first/last authors and not engaging the clinical scholars. Professor Connett agreed and said by its nature clinical research needs to be collaborative and emphasizing first/last authorship will likely discourage collaboration. Members agreed that the notion of collaboration, multi-disciplinary research and team science are important concepts that should be integrated into the goals/priorities document along with a corresponding metric to recognize those who are doing multi-disciplinary research.

Regarding the databases that will be tracking publications, e.g., MEDLINE®, PubMed®, noted Professor Krichbaum, they fail to include other public venues. Professor Connett said this issue goes beyond publications to include names on contracts because PIs cannot do all the work themselves.

Professor Drewes said he hopes that by providing Dr. Jackson with feedback on the goals/priorities and metrics, it will not be viewed as confrontational because he likes the idea of there being an AHC Strategic Plan with a common goal. Professor Connett agreed and added he believes there is agreement about the need for a common goal. In the document that will be given to Dr. Jackson prior to the committee meeting with him on December 12, Professor St. Peter said it should clearly articulate that the AHC FCC is in support of moving the AHC forward, and then go on to outline concerns along with possible solutions. Professor Bohjanen commented he would also like to hear Dr. Jackson succinctly articulate this vision for the AHC.

Professor Bohjanen reported that the Medical School Faculty Advisory Committee (FAC) is planning to hold a town hall meeting about the Ambulatory Care Center, and is going to invite Bobbi Daniels, chief executive officer for University of Minnesota Physicians (UMP); Mary Johnson, chief operating officer, UMP; Tim Schacker, associate director, Clinical and Translational Research Services; and Bruce Blazar, director, Clinical and Translational Science Institute to have a discussion about promoting clinical and translational research as planning for the ACC is underway. There is significant faculty concern that the ACC will be used primarily for clinical care in order to make money and that the research and education missions of the Medical School will not be addressed in the planning. The whole issue of what the ACC will do and how it relates to multi-disciplinary research and education is an issue for the AHC FCC as well.

5. At the committee's last meeting, members agreed they would like to set goals for this academic year, said Professor Krichbaum, and asked members for their ideas, which included:

- Improve communication connectivity between Duluth, Rochester and the Twin Cities campuses for research purposes.
- Promote the visibility of the AHC FCC and what it is and what it does, including having a presence on the AHC website.
- Strategize ideas for promoting collaborative multi and interdisciplinary clinical and translational research across the AHC, including the ACC.
- Offer to review the CTSI grant proposal.

6. In light of time, Professor Krichbaum deferred the Clinical Faculty Task Force Report discussion to the December agenda.

7. Regarding the next agenda item, faculty input into policies at the AHC and the University, Professor Krichbaum said like many of the other AHC schools, the School of Nursing is in the process of revising its constitution and bylaws, and is specifically looking at faculty representation on committees as well as voting rights of clinical/contract faculty. She asked members to explain how their school handles these matters. Members took turns sharing how their respective schools handle committee representation and voting for clinical/contract faculty.

Professor Krichbaum said the reason she inquired about this has to do with the proportion of clinical track faculty to tenure track faculty. She thinks it would be important for the AHC FCC to look at who among AHC clinical/contract faculty have voting privileges, in particular. Professor Connett commented that if clinical faculty are to be encouraged to collaborate on research, they should be treated like regular faculty.

In light of time, Professor Krichbaum noted that this discussion would be continued at an upcoming meeting, and thanked members for a good and productive meeting.

8. Hearing no further business, Professor Krichbaum adjourned the meeting.

Renee Dempsey  
University Senate