

**AHC Faculty Consultative Committee (AHC FCC)
September 20, 2016
Minutes of the Meeting**

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 represents the views of, nor are they binding on, the senate, the administration or the Board of Regents.

[**In these minutes:** Review of 2015 – 2016 Draft AHC FCC Annual Report; Establishing Priorities and Agenda Setting for the Year; Merit Committees in the AHC and the Use of Self-Assessments; AHC FCC Presence on the AHC Website; Agenda Items for AHC FCC Meeting at University of Minnesota Duluth on October 11, 2016; Joint AHC FCC/AHC SCC Meeting; Finalist Interviews for the Senior Vice President of Finance and Operations Position; 2016 – 2017 Third Thursdays; Continued Discussion of AHC FCC Priorities for the 2016 – 2017 Academic Year]

PRESENT: Kathleen Krichbaum (chair), Cathy Carlson, John Connett, Paul Jardine, Angela Panoskaltis-Mortari, Kyriakie Sarafoglou, Wendy St. Peter

REGRETS: Les Drewes

1. **Review of 2015 – 2016 draft AHC FCC annual report:** After convening the meeting and welcoming members, Professor Krichbaum distributed a draft copy of the 2015 – 2016 AHC FCC annual report that she crafted. She asked members to take a few minutes to review the document and provide her with feedback.

According to the committee's duties and responsibilities outlined in the report, said Professor St. Peter, one item that stands out that is not being done is to advise Dr. Jackson on administrative appointments and to participate in the selection process. The committee discussed this issue a bit and decided to bring it to Dr. Jackson's attention when they meet with him next.

Other topics that came up during a review of the draft annual report were:

- Members agreed they would like to see the Academic Health Center's (AHC) constitution and bylaws. Renee Dempsey, Senate staff, volunteered to contact Emily Lawrence, chief of staff, to get these documents.
- Include in the report a list of the committee's accomplishments for the 2015 – 2016 academic year as well as a list of unresolved issues.
- Add a link in the report to the committee's minutes.

Professor Krichbaum asked members to send her any other suggestions they have for what should be included in the report to her.

2. **Establishing priorities and agenda setting for the year:** Moving on, Professor Krichbaum introduced the next agenda item, establishing the AHC FCC's priorities for the year and brainstorming potential agenda items.

Professor St. Peter said if the goal is to have a strategic partnership among all the AHC schools then their needs to be more consistency in how positions are labeled and how resources are

allocated for the different types of positions. If there is to be one academic health center, there needs to be more consistency across the schools. Professor Panoskaltis-Mortari noted that she is serving on a committee that is combining all the non-tenure track faculty within the Medical School because up until now the Medical School had three non-tenure tracks 1) research track (w-track), 2) teaching track, and 3) clinical scholar track. Once the positions are merged, the goal will be to create a track specifically for clinicians whose focus will be on the clinical enterprise and they will not have to do scholarship. Members agreed that it would be interesting to get data, for example, on each school's promotion and tenure criteria and to see each school's constitution and bylaws to see where similarities and differences exist.

Professor Krichbaum also raised the topic of defining merit in terms of promotion within the clinical and tenure track faculty ranks, and the need to clearly lay out the criteria for promotion among the different types of faculty classifications. Tied to this topic, to a degree, said Professor Jardine, is faculty development, which is basically non-existent in the School of Dentistry. Members then took turns sharing how their respective school distributes funds for faculty development. Professor Krichbaum noted that this is another issue that is very uneven among the AHC schools. Coupled with these matters, noted Professor Jardine is the issue of schools having effectively organized mentorship programs. Professor Panoskaltis-Mortari suggested that there should be more standardization of practices across the AHC schools, e.g., new hire letters. Professor Krichbaum agreed and noted that in the past each department and/or school operated very autonomously, but now that the University is under an increasing amount of scrutiny, it would make sense, whenever possible, to have more standardization and to have schools share best practices with each other.

3. Merit committees in the AHC and the use of self-assessments: Professor Krichbaum noted that each school is supposed to have its own merit policy. In the School of Nursing, there have been conversations about the difference between merit criteria for clinical track faculty and merit criteria for promotion and tenure. The School of Nursing has a merit committee, and merit increases for faculty in the school are based on 1) a self-assessment, 2) a department head assessment, and 3) a merit committee assessment. Professor Krichbaum asked if other schools have a self-assessment component to their merit pay programs. In Professor Sarafoglou's opinion, it is problematic when schools use a self-assessment scale because it is so arbitrary. She added that faculty open themselves to bias if they use a scale to rate themselves unless there exist clear, objective criteria. Members went around the room and shared their school's merit/annual review process. After hearing from members, Professor Connett suggested making a recommendation to Vice President Jackson and/or Provost Hanson for more uniformity related to this process. Professor St. Peter said a first step would be to get the data from each school so comparisons can be made. Another somewhat related issue, said Professor Krichbaum, has to do with whether administrators, e.g., department heads, deans, are held accountable for their performance. Professor Connett said that making comparisons from school to school would be complex.

4. AHC FCC web presence on AHC website: Professor Krichbaum turned members' attention to a sample of what AHC Communications has proposed the AHC FCC website might look like and asked for member feedback. Professor St. Peter added that the meeting she, Professor Krichbaum, Ms. Dempsey and a couple AHC Communications staff had over the

summer was very positive, but AHC Communications needs the AHC FCC's help in deciding what to have on its website. Other ideas mentioned for what should be included on the website were:

- Post AHC FCC meeting agendas.
- Include links to each school's governance documents, e.g., constitutions and bylaws, personnel plans.
- Highlight accomplishments of the AHC FCC.
- Post agendas/dockets for FCC, Board of Regents and Senates.
- Include names of each school's collegiate FCC/FAC chairs and meeting minutes, if available.
- Have a comment/suggestion box for AHC faculty to submit ideas or concerns.
- Include a link for the Senate organizational chart - <http://usenate.umn.edu/constitution/orgchart.pdf>.

Professor Krichbaum said if members think of other things that should be included on the AHC FCC webpage on the AHC website, please let her and Ms. Dempsey know.

5. Agenda Items for AHC FCC Meeting at University of Minnesota Duluth on October 11, 2016: Professor Krichbaum solicited ideas for agenda items for the committee's trip to University of Minnesota Duluth on October 11th. Copies of the agenda from last year's trip to Duluth were distributed, and Professor Krichbaum walked members through it. Member's ideas for agenda items for this year's trip included:

- Discuss increasing diversity and feeding the pipeline for under-represented minorities in the AHC. Do more to connect with young people across Minnesota through programming, etc. so they apply to attend UMD and/or UMTC.
- Share what progress has been made as it relates to last year's theme of communication, connectivity and collaboration. Have there been improvements in these areas? Also, ask UMD faculty about any new challenges that they are facing. Invite Director of Technology Sean Hall from the College of Pharmacy to participate in the communication and connectivity discussion.
- Talk about the pros and cons of creating some sort of exchange program between UMD and UMTC, which may serve to improve collaborations.
- Discuss the Clinical Translational Science Award non-renewal and reasons for the non-renewal.
- Meet with Minnesota Discovery Team (MDT) leader Dr. J. Neil Henderson - <http://biobehavioral.umn.edu/dr-j-neil-henderson-leads-medical-discovery-team-duluth>.
- Meet with Mike Swanoski, associate dean, Pharmacy Clinical Affairs; Grant Anderson, associate professor and head, Department of Pharmacy Practice and Pharmaceutical Sciences; and Randall Seifert, senior associate dean and professor, Department of Pharmacy Practice and Pharmaceutical Sciences; and possibly Regional Campus Dean Dr. Paula Termuhlen as well as others from the Medical School.
- Discuss any issues Duluth faculty may have related to the Institutional Animal Care and Use Committee (IACUC) and the Institutional Review Board (IRB).
- Inquire if Duluth is planning any new programs.

Professor Krichbaum said she will work on the agenda and welcomed assistance from any other members who would be interested in working with her. The remaining few minutes of this

discussion were spent on logistics for the trip to Duluth. Professor Panoskaltis-Mortari volunteered to drive (and, following the meeting, Professor Connett volunteered to be a second driver).

6. Joint AHC FCC/AHC SCC (Student Consultative Committee) meeting: Professor Krichbaum noted that every year the AHC FCC chair meets with the AHC SCC. With that said, she asked members for their thoughts on whether the entire AHC FCC should meet with the AHC SCC this year rather than just the chair. The purpose of having joint meeting, said Professor Krichbaum, would be so both committees know what each other is working on and the issues that are being talked about, etc. She added it would also be helpful to get student input on some of the issues the AHC FCC is talking about such as the Health Science Education Center and the ongoing issue of student mental health. Members agreed that this is a good idea and they would like to meet with the students.

On a different note, Professor Panoskaltis-Mortari asked if the students ever ask about the faculty evaluations they complete (<http://oms.umn.edu/srtrs/>). Members talked about this for a few minutes, and it was noted that some syllabi outline what changes to the course were made based on student feedback.

7. Finalist interviews for senior vice president for finance and operations position: Professor Krichbaum noted that because she serves on the FCC she received an invitation to attend the finalist interviews for the senior vice president for finance and operations position, but, unfortunately, she has conflicts with all three of the dates and times that have selected. Therefore, Professor Krichbaum asked if anyone could attend in her stead. Professor Jardine volunteered to attend the September 22 interview and Professor Connett volunteered to attend the September 28 interview. None of the members were available to attend the September 21 interview. Ms. Dempsey volunteered to RSVP on behalf of Professors Jardine and Connett.

8. 2016 – 2017 Third Thursdays: Professor Krichbaum noted that this year's Third Thursday dates are:

- October 20, 2016
- November 17, 2016
- February 16, 2017
- April 20, 2017

She then asked members for their ideas for topics and guest speakers. Professor St. Peter noted that the committee has talked about how to get UMD to participate in these events, and suggested discussing this again with the Duluth faculty during their visit on October 11. She again mentioned making sure that Director of Technology Sean Hall be part of this discussion. Professor St. Peter noted that the purpose of these receptions is to generate ideas for research, interprofessional and educational collaborations. In the same vein, said Professor Jardine, the committee should hold at least one reception on the St. Paul campus each year. Professor Carlson volunteered to look into seeing if there would be a space on the St. Paul campus that would accommodate such an event.

Members then brainstormed potential Third Thursday topics, which included:

- MnDRIVE priorities.
- Orthopedics and animal imaging.
- Aging brains.
- Dementia/Alzheimer's Disease – Professor Joe Gaugler, School of Nursing.
- Geriatric dentistry.
- Grand Challenge – e.g., Aging and Chronic Care, Brain Health.
- Exercise and its implications for dementia and other diseases in older people.

Given the first Third Thursday is relatively soon, Professor Krichbaum suggested the topic for the October 20 Third Thursday be something related to aging brains, dementia, Alzheimer's Disease, and asked Professors Panoskaltis-Mortari and Sarafoglou to invite Dr. Kamil Ugurbil to talk about the research he and his team are doing – Lifespan Human Connectome Project – LHCP - (<http://www.health.umn.edu/news-releases/university-minnesota%E2%80%99s-cmrr-receives-69-million-grant-continue-brain-connectivity>).

9. Continued discussion of AHC FCC priorities for the 2016 – 2017 academic year:

Keeping in mind the committee's theme of communication, collaboration and connectivity, said Professor Krichbaum, she asked each member to write down what they think the committee's top priorities for the year should be. Ideas that were generated included:

- Focus on ways to foster interdisciplinary research (this is in response to the CTSA review where it says that there was limited participation from the other AHC professional school's disciplines outside of the Medical School).
- Promote and develop EXPERTS@MINNESOTA, the University's research networking and expertise system - <https://www.lib.umn.edu/about/experts>.
- Focus on faculty development and collaboration as it relates to promotion.
- Improve faculty governance communication between the University FCC, AHC FCC, the AHC collegiate chairs, and the AHC faculty.
- Clarify/investigate the AHC FCC's role in faculty governance.
- Provide information concerning best practices regarding faculty appointments, merit review, tenure and promotion, etc. between the AHC schools.
- Facilitate more communication between the Office of the General Counsel (OGC) and the faculty, especially as it pertains to protection of the faculty. A lot of the responses that come from senior leadership are focused on protecting the institution as opposed to protecting the faculty.
- Address the culture of fear that exists in a number of departments. Invite Julie Showers, director, Office for Conflict Resolution (OCR), to discuss this issue in more depth.

Professor Krichbaum then highlighted Dr. Jackson's priorities from the AHC FCC meeting the committee had with him earlier this month, and these included:

- Work towards an AHC-wide clinical enterprise and think about what this will look like in the next five to ten years.
- Research in terms of fostering better collaboration between faculty in the different schools.
- Enhance scholarship and look into how to more effectively message this objective so it is not threatening to faculty.

- Promote interprofessional education.

Professor Krichbaum said she will write up the priorities that were mentioned and send them out via email and ask members to rank them in order give the committee a sense of where it should start this year.

10. **Adjournment:** Professor Krichbaum thanked members for a good meeting. Hearing no further business, she then adjourned the meeting.

Renee Dempsey
University Senate Office