

School of Medicine Executive Committee
Meeting Minutes
Tuesday, January 21, 2014
AO1 Building, 7th Floor Boardroom

ATTACHMENT 1

Present

Members: John Cambier, Timothy Crombleholme, Stephen Daniels, Frank deGruy, Chip Dodd, Tom Henthorn, David Barton for Randall Holmes, Herman Jenkins, Robert Sclafani for Mark Johnston, Richard Krugman, Kevin Lillehei, Claude Selitrennikoff for Wendy Macklin, Naresh Mandava, Dennis Matthews, David Norris, Marian Rewers, Angie Ribera, Nanette Santoro, Richard Schulick, David Schwartz, Ron Sokol, Steve Anderson for Ann Thor, Andrew Thorburn, Ken Tyler, Richard Zane

Participants: Robert Anderson, Terri Carrothers, Mark Couch, Ben Honigman, Richard Johnston, Steven Lowenstein, Philip Mehler (DHHA), Thomas Meyer (VA), William Neff, Chip Ridgway, Carol Rumack, Jane Schumaker, Fred Suchy, Richard Traystman, Cheryl Welch,

Guests: Mollie Young, Kim Benson

I. Approval of the Minutes – The December 17, 2013 SOM Executive Committee Meeting minutes were approved unanimously.

II. Dean's Update and Discussion Items

A. Discussion Items:

- 1. Legislature Update** – considering injecting an additional 100M into higher education with an incremental amount being distributed this year.
- 2. Radiation Oncology Chair Search** – the search committee has been formed and received its charge for Dean Krugman. Dr. Richard Zane, committee chair, stated letters soliciting nominations for the position have been sent out to all sitting Radiation Oncology Chairs and Medical School Deans. At this point, the committee has received one formal application and two inquiries from potential candidates. The committee will begin to meet with the Department of Radiation Oncology and key stakeholders over the next two and half weeks.
- 3. National Jewish Health** – A meeting took place with Michael Salem and the leadership of The Sisters of Charity of Leavenworth (SCL). Dr. Bill Neff commented it was helpful to have everyone in the room. The group left with the impression that what occurred during conversations between Exempla, SCL and NJH had a greater impact on the School of Medicine than what they originally thought. The meeting laid the ground work for going back and having upper level conversations with Mike Slivoski. Dean Krugman noted he will meet with the National Jewish Board later this week and give a presentation about the SOM. An update will be given in the Dean's weekly "What's Going on Here" email.
- 4. SOM Gala** – the Council of Advisors is planning a SOM Gala with the intended purpose of raising money to achieve the 5M goal for the Dean's Endowment. The event is currently scheduled for November 1, 2014 and will be held at the Marriott Hotel. Dean Krugman asked for the committee's guidance on determining if we should organize this year's Gala to include exhibits. Previous galas consisted of a two day event with one day reserved for

faculty department, division and center interactive exhibits, with high schools invited to participate. The question was asked by the committee why November 1 was chosen and the Dean responded by saying it was the only available date. There is some concern with Halloween being the day before effecting event attendance. The Dean requested for the committee think about the option of having exhibits and will continue this discussion at a future Executive Committee meeting. He suggested that a history of the school could be put up if no departments are interested in having exhibits.

- B. Consolidation of Immunology and Microbiology** – Dean Krugman stated the Regents approval is required to bring together the Departments of Immunology and Microbiology. Dr. John Cambier stated the combining of the Departments is a good thing and hopes it's approved. An action item is needed to approve bringing together the two departments. The Dean noted the name is not clear at this point and will be discussed within the Departments and settled prior to sending to the Regents.

A motion was passed to move ahead with the Regent action to consolidate the Departments of Immunology and Microbiology.

The Dean was asked if there is opposition within the departments. Dr. David Barton responded that there is logic to the consolidation and feels there is a resignation due to the lack of knowledge of what is going on at the frontline faculty level, which causes no excitement for the change. The Dean stated all SOM Immunology faculty would like to move here. Dr. Steve Anderson asked if this is something we'll need to do with each of the divisions in the SOM basic science departments. The Dean responded affirmatively that this is something that needed to be done in response to when Biochemistry and Physiology changed their names. In response to the question why we need to do this now when the plan is to have a grand organizational change to the basic science departments the Dean stated the progress of the grand reorganization has slowed and feels the urgent thing to do is get Immunology here. The Dean commented that the process for changing the name of the Departments requires Executive Committee and Faculty Senate approval then a memo from the Dean to the Provost and Chancellor is taken to the Regents for approval. He did not want to risk delaying this process if it did not get passed right away since the Regents meet in February, April and June. Dr. David Schwartz commented he feels this is a great and timely union for the departments. Dr. Cambier commented that there is an added attraction for the Immunologists to combine due to the collaboration. A total of 10 National Jewish people are remaining with 2 switching to become University employees because of their ties with microbiology.

C. Affiliation Updates

- 1. Denver Health Update** – Philip Mehler, MD gave a brief update on the financial struggles chronicled in the newspaper and stated Medicare and Medicaid plans are very robust. A new parking garage has been completed directly across the street from the hospital and should open in the next couple of months. The search for a Chief Medical Information Officer (CMIO) is down to four finalists; one of which is trained in this program. Three additional major searches are occurring right now; Chief of Pediatrics, Head of PBL Services and Chief of General Internal Medicine. He also stated Denver Health is actively pursuing partnerships and is in active negotiations with three hospital systems. Dr. Mehler announced he will be retiring but will remain a member of the Board and pursue volunteering with Anorexia

patients. A search for the Chief Medical Officer has been opened for both internal and external candidates.

2. **VA Update** - Thomas Meyer, MD was not in attendance. Dean Krugman noted several are working in collaboration with the VA on getting a new geriatric research and education unit.

D. Space Review – Senior Associate Dean for Academic Affairs, E.C. Ridgway, MD and Facilities Director, Mollie Young presented to the committee the metrics used around space. Dean Krugman asked the committee to take back and review the data provided in today's packets and contact Mollie Young directly if there are any errors or issues. If large revisions are made we will bring back a final version to the next meeting. Dr. Ridgway reminded the committee space is owned by the Chancellor and every department either gained or stayed the same when they move from the Ninth Avenue Campus. Our job is to assign space to the departments. The charge to the Department Chairs and Center Directors is to manage the space within certain metrics. The metrics were last changed in 2002. The new metrics specifies wet-space at cost of \$330 per square foot and dry-space at \$500 per square foot. The numbers were decided at the campus level with Deans deliberating over huge amounts of data from others schools and institutions to come up with the metrics. It is not based on what it costs to actually run a building. The overall feeling is the metrics are generous and easy to achieve and less stringent than other institutions. When space is calculated we take into account all space, including areas such as offices, equipment rooms and conference space. This policy was adopted and accepted. Department Administrators are required to submit Department space information into Webspace to enable proper tracking. Money comes from a variety of sources with most important dollars coming out of Grants and Contracts; Fund 30 & 31. Expenditures are only reflected, not awards. Indirects are only paid when the actual direct dollars are spent. Dollars that come from the CU Foundation are coded as research expenditures. CCTSI and Cancer Center dollars get distributed to other departments by tracking and crediting properly. The Dean commented that calculations were done at Campus Space Committee meeting and included Jeff Parker. Dr. Thorburn asked if we know what the metrics should be if we were to break even on the cost of the buildings and Dean Krugman responded that the number would be much greater than it is. The Dean stated most institutions find themselves 30% short of the actual cost of their research enterprises. The comment was made that a person needs a certain amount of physical space in order to do order to an experiment regardless of how much they are paid. Dr. Ridgway responded that the Department Chairs are responsible to make that decision on a departmental level. He stated Dr. Traystman and Jeff Parker are thinking about how to figure out all the indirects and pass down to the department and let the Department lease that space. The Dean stated the result of this would be space shrinks and everyone disavows use of public space. Dr. Ridgway noted VA dollars are transferred here for individuals doing research here. Dr. Ridgway briefly walked through the packet distributed to the committee and pointed out the colors represent what is coded in Webspace. Mollie Young stated the maps for Building 500, Pharmacy and leased space is not included in the packet but will be made available. Dean Krugman asked that you notify Mollie Young or Dr. Ridgway when you shift space around in Departments. A written document is needed when there is a shift between Departments or between a Center and a Department and will not be changed in Webspace until received. Dean Krugman stated you will receive finalized space data on a fiscal year basis. He would like to see this group get-together and collaboratively figure out how we are going to make things work with the changes we need in order to help the school advance its research program. This will not happen if people are territorial and hang on to unproductive space. Dr. Thorburn commented we should try and develop a system where we are incentivized for using as little space in order to be product. Dean Krugman commented there may be two ways to do this: 1. If you rent back the space you have the incentive to shrink; 2. We

could you use one time resources to reward people for shrinking. Dr. Cambier raised concerns of Microbiology and Immunology having to use two numbers when calculating space. Dean Krugman stated this will change next year to one number. Dr. Ridgway suggested the combined departments establishing a committee of senior faculty members and creating a plan for the Chair. Dr. Traystman stated he has been working with Jeff Parker on options for paying back indirect costs and what the consequences of doing this would entail. Dean Krugman asked that we revisit this topic in another month or two.

E. Conflicts of Interest – Associate Dean for Faculty Affairs, Steven Lowenstein, MD gave an update on the SOM’s national standing in regards to our Conflict of Interest (COI) policies. There is a history of a broad consensus in academic medicine that productive collaborations between academic faculty members and industry are vitally important to the discovery and development of new drugs, therapies and medical devices. As well as widespread agreement there must be boundaries and balance to reduce Conflict of Interests (COI) that affect teaching and clinical care. There is strong evidence that promotional practices lead to shifts in physician’s treatment choices and teachings catering to newer and more expensive products over existing ones. Medical schools and their faculty have seen a convergence of media and government scrutiny around the issues of COI. Dr. Lowenstein notes after publishing the new approved school wide COI policy that instituted bans on free gifts, meals and travel paid by industry, promotional speaker’s bureaus, restricting free drug samples and a balanced curriculum for students and residents, our score card rating from the American Medical Student Association (AMSA) raised to an A. In addition the SOM received notice that the Institute on Medicine as a Profession (IMAP) issued a score for the SOM’s policy strength of 1.7 on a scale of 0-3 and is in 37th percentile. IMAP raised questions about vendor samples, CME and some hospital based policies. Our CME policy defers to the standards of AACME, which IMAP considers them weak and too “industry friendly.” IMAP requires an outright ban on industry support of CME. IMAP/PEW’s recommended next steps are to continue disclosure of all schools’ policies, asking the AAMC and LCME to make adherence to COI guidelines as a condition of accreditation, and ask large funding agencies to leverage stringent COI standards. Dr. Lowenstein suggests we include links to our hospitals’ policies so there is awareness. He states the COI curriculum for students and residents don’t have very many modules and exercises, and we should be documenting and examining existing curricular modules and considering adding new. In addition, we could instruct students or provide tools on how to respond to handling the presence pharmaceutical and medical devices in the clinical sect.

F. Chair Updates – No time on this topic.

G. Faculty Senate Report – No time on this topic.

EXECUTIVE SESSION

III. Approval Items

- a. All Senior Clinical Appointments and Promotion Committee actions were unanimously approved.
- b. All Faculty Promotions Committee actions were unanimously approved.
- c. The Profession Emeritus Appointment for Dr. Celia Kaye was unanimously approved.

The meeting adjourned at 9:40am