

SCHOOL OF MEDICINE EXECUTIVE COMMITTEE MEETING
TUESDAY, FEBRUARY 16TH, 2016
10 AM – 11:30 AM MDT
ACADEMIC OFFICE ONE, 7TH FLOOR BOARDROOM

MINUTES

COMMITTEE MEMBERS

Present: *Robert D'Ambrosia, Stephen Daniels, Frank deGruy, Chip Dodd, Robert Freedman, Herman Jenkins, Mark Johnston, Brian Kavanagh, Wendy Macklin, Naresh Mandava, Dennis Matthews, David Norris, John Reilly, Jr., Angie Ribera, Richard Schulick, David Schwartz, Ann Thor, Andrew Thorburn, Vesna Todorovic, Ken Tyler, Richard Zane*

Other Attendees and Non-Voting members: *Bob Anderson, Tom Blumenthal, Linda Van Dyk (for John Cambier), Mark Couch, Timothy Crombleholme, Ben Honigman, Sallie Houser-Hanfelder, Thomas Jansson (for Nanette Santoro), Richard Johnston, Doug Jones, Allison Kempe, Lisa Lee, Ellen Mangione, Sarah Miller, Michael Regner, Suzann Reudeman, Marian Rewers, Carol Rumack, Jane Schumaker, Ronald Sokol, Fred Suchy, Cheryl Welch, Mollie Young,*

Call to Order

A quorum was present and the meeting was called to order at 10:00 a.m. MST.

I. Greeting

II. Approval of Minutes

The January 19, 2016 meeting minutes were unanimously approved as written.

III. Discussion Items

- A. Dean's Comments:** 1. Introduction of Sallie Houser-Hanfelder as the new Director of the VA Eastern Colorado Health Care System. 2. The Department of Ophthalmology has a new endowed chair that will support ocular stem cell research as applied to macular degeneration. 3. The Department of Orthopedics received a donation to complete the funding for the endowed chair for Dr. D'Ambrosia. 4. Dr. Barry Rumack will be distributing a faculty climate survey across the campus, which will measure faculty morale, satisfaction, and other issues identified as part of the process. 5. Jena Hausmann announced the new COO of Children's Hospital of Colorado, David Biggerstaff, who is currently president and COO of Children's Medical Center of Dallas. 6. The School announced the recipients of the

Transformational Research Grant Awards and representatives from each project will present brief overviews of their proposals at future Executive Committee meetings. There will be an organizational meeting with the principal investigators in the next few weeks to review budget templates and oversight governance.

- B. LCME Vulnerabilities:** Bob Anderson, Senior Associate Dean for Education:
- a. Reviewing LCME vulnerabilities: In nine months, the School will send data compiled during the self-study period to LCME to prepare for the next LCME site visit scheduled for March 2017. Accrediting bodies from LCME review previous citations for the school. The School received between nine citations from the last LCME accreditation in 2008:
 - i. Two citations for not achieving the School's mission with regard to student body and faculty diversity.
 - ii. One citation for the frequency of mistreatment and the lack of an adequate reporting mechanism;
 - iii. Three citations for financial issues: specifically, high student debt, a relative lack of scholarships, and a small contribution of state funding (only 2% of School's budget came from the State), which LCME determined is a contributor to increased tuition and student debt;
 - iv. One citation for lack of documentation related to affiliation agreements and sites for core clinical rotations, which has been addressed;
 - v. One citation for timeliness of grades, which has been addressed;
 - vi. One citation for management of curriculum.
 - b. Diversity-what's being done:
 - i. New financial commitments towards diversity: President Benson committed \$10 million over five years towards diversity; then committed another \$1.5 million for 2016 and \$2.5 million for 2017.
 - ii. New Diversity Plan with new strategies and targets developed. This plan will help the new Associate Dean for Diversity and Inclusion, Shanta Zimmer, MD, who will be arriving in the next couple of months. Dr. Zimmer has been Vice Chair for Education and Head of the GME program at the University of Pittsburgh and did a great job with addressing diversity at Pittsburgh.
 - iii. Improved data collection for faculty data including Denver Health and VA, which are key educational sites for the School of Medicine. The diversity among their faculty and staff is significant.
 - iv. Attempting to obtain data for senior administrative staff.
 - v. Although LCME does not specifically look at GME, there has been a lot going on with addressing diversity in GME: GME ethnic diversity has increased from 5% to 8% in last five years.
 - vi. Overall, student diversity has increased from 2008-2015, for example: African American student population increased from 2.6% in 2008 to 4% in 2015; Latino/Hispanic student population has increased from 4.5% in

2008 to 13% in 2015; and low socio-economic status from 13% in 2008 to 19% in 2015. Overall, the school is moving in the right direction with addressing student diversity.

- c. Mistreatment: How is the School addressing the issue of student mistreatment?
 - i. Monitoring student reporting: Students are given clerkship evaluation forms and attending/resident forms at the end of rotations to indicate observation and personal experience of mistreatment. 80% of mistreatment reported at UCH, 60% by faculty and 30% by residents and occurs almost exclusively in the third year of medical school.
 - ii. Results from 2015: Overall, the School scores fairly well for students rating mistreatment. For example, the rate of students reporting mistreatment in surgery rotations continues to decrease each year. The goal is for all programs to be rated within the national average.
 - iii. Learning environment in 2015: Overall, A couple of rotations that need improvement.
 - iv. Mistreatment reporting to faculty: Department chairs are given education and mistreatment report cards annually; Steven Lowenstein, MD, associate dean for faculty affairs, medical student councils and presidents of student body are working together to get mistreatment data reported.
 - 1. Definition and how to report included in all orientation sessions
 - 2. Feedback to chairs annually
 - 3. Steven Lowenstein, MD, and student leaders pursuing an ‘Ending Mistreatment’ initiative
 - 4. Encouraging all student reporting to the Professionalism Committee instead of the Clinical Block Directors, who can be reluctant about talking to the department chairs.
 - 5. Plans to address the issue from ‘outliers’ needed
 - 6. LCME has indicated that this issue will be reviewed ‘in detail’ at upcoming site visit
 - 7. Questions/Comments: (Dr. Reilly): There has been a lot of improvement in this area and want to thank all of you for your hard work, however, the School is still above the national average for student mistreatment and needs to continue to focus on improving the issue.

C. Research Space: Peter Buttrick, Senior Associate Dean for Academic Affairs:

- a. (Dr. Reilly): The School is in a very fortunate position to be able to invest substantial resources into research. There are expectations on the size of the research community and the scope of research that will continue to expand over the next couple of years. There is a universal acknowledgement on campus that research space is not used efficiently. Therefore, the School needs to focus on two tasks: 1. Methodology for space allocation. 2. Review the distribution of research space and evaluate how to create substantial

blocks of available space in order to have programmatic growth. This will be disruptive but represents an opportunity.

- b. (Dr. Buttrick): Introduction of Suzann Ruedeman, new Director of Facilities and Planning, who will be analyzing space and facilitating movement of people into new space.
- c. Overview of the issue (Dr. Buttrick): There are units of research space that are underproductive and need to relinquish the underutilized space. There will not be a new research building on campus.
- d. Overview of Task Force Work (Dr. Buttrick): The Task Force started last year and includes representation from all schools on campus: Terri Carrothers, (Chair), Senior Vice Chancellor for Administration and Finance; Dr. Aviva Abosch, Department of Neurosurgery; Anthony Airhart, CSPH Assistant Dean for Finance and Budget; Dr. Peter Buttrick, Senior Associate Dean for Academic Affairs; Dr. John Cambier, Chair, Department of Immunology and Microbiology; Kay Carpenter, Staff Support, Director for Program Analysis; Dr. Sean Colgan, Department of Medicine/Vice Chair for Research; Dr. Paul Fennessey, Department of Pediatrics; Kim Huber, Assistant Vice Chancellor for Finance and Controller; Jeanette Leeser, Department of Pediatrics Grants Program Director; Dr. David Ross, SSOP Chair, Pharmaceutical Sciences; Suzann Ruedeman, Director for Space; Chris Smith, Associate Dean for Administration and Finance; Dr. Jeffrey Stansbury, SODM Associate Dean for Research; Dr. Fred Suchy, SOM Associate Dean/Chief Research Officer, Children's Hospital of Colorado; Dr. Andrew Thorburn, SOM Chair, Department of Pharmacology. Special thanks to Kay Carpenter and Kim Huber from the Chancellor's Office, who generated most of the data for the Task Force.
- e. Process to Develop Methodology (Dr. Buttrick): The Task Force decided that the discussion needed to focus on wet lab space and said for the most part, the research space exists at four sites- the Barbara Davis Center, Research Complex 1, Research Complex 2, and the Skaggs School of Pharmacy and Pharmaceutical Sciences (SSOP). The Task Force generated information, reviewed consultant reports from its consultant, the Huron Corporation, reviewed campus policies, facilities and administrative reports, operation costs for campus, options for identifying unit space funding, options for measuring productivity, incentives for optimal utilization or penalties for suboptimal utilization, and proposed guidelines for managing the process. The Task Force reviewed the data and created models using a number of different strategies before moving forward with final recommendations. The SOM occupies 90% of research space on campus; therefore, it is ultimately a SOM problem.
- f. 2015-2016 Study Results-Space: Slides attached as an exhibit.
- g. 2015-2016 Study Results-Funding: Slides attached as an exhibit.
- h. Task Force Recommendations: (Dr. Buttrick):

- i. Productivity Measurement Process-Measure productivity on an annual basis using a two-step process:
 - 1. Step 1: measure productivity of each school against the campus average, using only research grants linked to F&A. The benchmark will not include gifts, AEF funds. The Task Force wanted to apply a metric that spoke across institutions.
 - 2. Step 2: Once the first step for the benchmark was established, the School of Medicine units benchmarked against the School average
- ii. Implementation Phase (Dr. Buttrick): Recognize that existing data are imperfect. Financial officers (both central and departmental) will correct as feasible during the remainder of 2015-2016.
- iii. Campus Oversight (Dr. Buttrick): Committee to be chaired by the Senior Vice Chancellor for Administration & Finance and would include the Deans from each school with wet lab space in the four buildings. The Finance Office would provide support, Institutional Planning, SOM Director for Space, and others as needed.
- iv. School Oversight – Each school with wet lab space in the four buildings would have a school oversight committee.
- i. Consensus guidelines for relinquishing space (Dr. Buttrick): It is important to think strategically to get like-minded investigators close to each other.

D. Affiliate Updates from VA and Denver Health: Introduction of Sallie A. Houser-Hanfelder, new Director, Eastern Colorado VA Healthcare System

E. Faculty Senate Updates: Jennifer Richer, PhD, President of Faculty Senate and Professor of Pathology: Departmental update from Department of Family Medicine; 2. Jerry Johnson, contract lobbyist for Office of Government Relations, provided a legislative update; 3. Neil Krauss, Director of Initiatives and Outreach, Chancellor's Office, CU Anschutz Medical Campus, provided updates on light rail discounts and parking issues.

Executive Session

II. APPROVAL ITEMS

- i. All faculty promotions committee actions were approved.
- ii. All Professor Emeritus/Emerita appointments were approved.

III. FYI ITEMS

- i. Personnel action FYI Reports
- ii. New Faculty Bio-Sketches

IV. ADJOURNMENT

There being no further business, the meeting was adjourned at 11:30 a.m. MST.

Minutes submitted by SOM Dean's office