

Faculty Senate Meeting Minutes  
September 17, 2019

President Nicole Draper provided an overview of the responsibilities of the Faculty Senate, as well as the timing of meetings.

Minutes from the last meeting were approved.

Dean Reilly Updates:

A new marketing campaign was announced, and videos will be on TV, web, social media and print ads in the New York Times, Wall Street Journal, and medical journals. Swag will be available from Kathy Green as part of this campaign. This is the first marketing campaign that has been done. The new chair of Biochemistry and Molecular Genetics will be announced soon. The Anschutz Health Sciences Building is on schedule and within budget; it is set to open summer 2021. The library is also planning an expansion. The Chair of Medicine currently has an active search committee in place. The Chair of Family Medicine search will start soon. They are looking for potential candidates for both those positions.

First-year medical students started classes and started anatomy lab; they are doing well. This is an active year for the state legislature on health issues. The campus provides lots of value to the community and needs to be recognized by state lawmakers. State appropriation money is steady; however, some of the money is being taken away from the University of Colorado. The University is trying very hard to do everything in their power to override this.

Shanta Zimmer, M.D. and Chris Smith provided an update on salary benchmarking and gender equity:

- Rolled out a year ago for department chairs to look at gender, ethnicity, years at rank. The salary review is part of the faculty member's annual review process. Changes were made to provide equality adjustments across departments.
- Benchmarks are hard to access due to different responsibilities and duties, but common standards are used.
- Total compensation = fixed pay and call pay, bonuses, and so forth.
- The data looks at AAMC and internal salaries.
- If equity is a concern, talk to your department administrator. If uncomfortable or not well received, the Office of Equity can help reach out to get salary data. Office of Diversity and Inclusion can also get involved. Finance Office can help as well, but they will reach out to department administrator so it is not as confidential.
- Inequities usually have a simple answer such as job duties.
- Dean Reilly signed on to the "Time's Up Healthcare" to work on preventing sexual harassment and gender inequalities.
- The Regents set raising salary amounts; last year the amount approved was 3%.

The Dean commented that salary equality has been looked at and addressed at this point; he feels comfortable this has been resolved. We need to tackle non-clinical roles and make sure everyone has equal access.

President Draper asked if any senators had topics of interest for the Senate to address this year. One senator asked if we could talk about mental health help for graduate students as well as undergraduate, since that issue was addressed last year for medical students.

The meeting was adjourned at 5:20 p.m.

Faculty Senate Meeting Minutes  
October 15, 2019

***Dean's update given by Mark Couch:***

Julia P. Cooper has been named the chair of the Department of Biochemistry and Molecular Genetics. Her start date is moved up to mid January 2020. She comes to CU from the National Cancer Institute's Center. She got her PhD at CU.

The executive committee board meeting approved increasing the scholarships for students in various programs at Anschutz to \$1 million. This will be for graduate programs offered on campus.

Update on the search for Medicine and Family Medicine chairs:

- For the Medicine chair, there is a meeting next week to go thru over 50 applicants.
- The Family Medicine position will be posted with a job description later this week. Applications will be accepted up to December 1st to be reviewed later in December.

National Jewish's search for a Medicine chair is almost done. Dean Reilly is on the committee but they are not saying who the top pick is.

Mark Kennedy, the new President of the University of Colorado, outlined a strategic plan titled "Leaning Into the Future." It will span all four CU campuses. The main pillars involve discovery and impact; access; inclusion and diversity for student success; and fiscal strength. The working groups are in place. It is to be implemented over 5 years. More information can be found at [www.cu.edu/strategic-planning](http://www.cu.edu/strategic-planning)

Dean Reilly continues to attend meetings with the Chancellor at The Children's Hospital to discuss research and evaluate the need for opportunities for child health enterprise.

Construction on the new Anschutz Health Sciences Building is on budget and on schedule. Plan is to open summer 2021. Campus leadership expansion of the library is looking for funding.

***Dr. Finlayson and Dr. Jenkins*** proposed a change to rename the Department of Otolaryngology to the Department of Otolaryngology-Head and Neck Surgery. The executive committee voted unanimously to approve the name change last month. The request was made to reflect the scope of practice, education and research done as well as meet national standards. Most of the departments in the country, 74 out of 107, have already made the change and it aligns with the American Board of Medical Specialties. In July 2018, the national society and other medical entities acknowledged the name as well. This will also allow for the department to stay competitive and recruit stronger faculty candidates. The chairs of Surgery and Ophthalmology were consulted and no conflicts were noted. The faculty senate unanimously approved the name change with a show of hands.

***New Marketing ads:***

Kathy Green is the new communication officer; she has been with the campus for one year. She discussed the new marketing plans for the Anschutz Medical campus. The plan is to launch a brand identity and an advertising campaign. The goal is to build an infrastructure for the CU campus and tell its story on a national level to put the Anschutz name out there and be able to recruit top faculty.

"BREAKTHROUGH" is the name of the campaign. [Thisisbreakthrough.com](http://Thisisbreakthrough.com) is the web site. The advertising is running through out Colorado. Ads are in the Wall Street Journal and The New York Times through next April. In the first day the web ad was posted, it got over 9000 hits. NEJM and other top medical journals are running the ad and there are digital packages at medical conferences throughout the nation. The web site has documentary style videos of CU physicians. A second spot will come out after the holidays which will address heart disease, cancer and Alzheimer's. There will be seven more ad

rollouts in the next 6 months. An ad will be at DIA next month. For now, the ads will showcase breakthrough innovations, and various medical specialties. They are not meant to draw patients but focus on the campuses achievements and cutting edge medicine. The marketing is to improve the hospital's ranking and increase awareness/reputation of the campus. This stems from a commitment made to the Anschutz foundation for a unified marketing campaign for all three partners on campus.

***CSU addition to CUSOM:***

Shanta Zimmer filled in for Suzanne Brandenburg to discuss the addition of the Colorado State University at Fort Collins for CUSOM medical students to pick as their primary campus. There are 12 LIC students this year sent out as a pilot to test the program. The incoming students for August of 2021 will be the first class to start at CSU; there will be 25 students. CUSOM will not be increasing the class size for now. They will be at the branch campus for all 4 years, students will be able to swap locations. There is a new state of the art building where the classes will take place. The classes will be taught by CSU facility and will mirror the curriculum at the main campus with some leeway. The liaisons for most of the departments have already been picked, but they are still interviewing for the position of an assistant dean. They are reaching out to physicians in the area for the medical students to rotate with and these physicians will have to meet CUSOM requirements and will be evaluated as the program progresses. The students will need to do some of their clinical work at Anschutz Medical Campus since they need to rotate with residents. They think ample students will be interested in being part of this new branch. There has already been strong interest with the students interviewing for medical school this year. The students will get their MD degree from the University of Colorado like the rest of the School of Medicine students.

There being no further business, the meeting concluded at 5:25 p.m.

Respectfully submitted,

Alma Juels, MD  
Faculty Senate Secretary

Faculty Senate Meeting Minutes  
December 17, 2019

The October Faculty Senate Minutes were approved. The November meeting had been cancelled.

**Dean Reilly's Update**

- Julia Copper will be starting January 8th as the new Chair of the Biochemistry and Molecular Genetic Department. She will be the 9th female department chair out of 23 departments.
- The interviews have started for the new Department of Medicine Chair; more candidates are set to interview in the next few weeks.
- Interviews for the new Family Medicine Chair will start mid January.
- The applications for the next year's medical student class has closed. There was a record 10,400 applicants this year for 184 spots. This is up from 8,700 applicants last year. The increase in applicants to medical schools nationwide increased 3-4%. CU is gaining a stronger reputation which is fueling the increase in applicants.
- The new building remains on schedule and on budget. The plan is to start moving in 2 years.

**Mark Kennedy**, 23rd President of the University of Colorado, was introduced and talked about his strategic plans for CU and answered questions.

President Kennedy stated he was very proud of the work done on the medical campus. Along with Angelique Foster, Assistant Vice President for strategic initiatives, President Kennedy gave an overview of the strategic plan, called "Leaning into the Future". He has laid out metrics and action steps by campuses, each campus unique from one another. Next summer CU Anschutz will be addressed.

There are 4 strategic pillars:

1. Access, affordability, and student success
2. Foster discovery and impact
3. Ensure fiscal strength
4. Diversity, inclusion, equity and access

He wants more collaboration with CU health care between CU Boulder and the Anschutz campus.

There are working groups for each pillar made up of a diverse faculty from all campuses. There are 9 working groups and 70 chairs. Each working group is campus based.

President Kennedy wants this completed and presented to the Board of Regents at their retreat in July. All the information is available on-line and he encourages faculty to email questions and give input so everyone is involved in making these changes. The strategic plan co-chairs are Todd Saliman and Sharon Matusik.

President Kennedy wants to see a higher graduation rate, better mental health resources, innovative teaching and learning with collaboration and partnership. The technology and IT should be better. There is 2 billion dollars in deferred maintenance that needs to be addressed.

Visit [cu.edu/strategic-planning/](http://cu.edu/strategic-planning/)

***Questions answered by President Kennedy:***

1. How do you plan to address the increase in amount of people in Colorado needing medical care?
  - There is no current process in place. This brings up a valid concern that may be addressed with adding medical students and residents to the School of Medicine. Part of the issue is educating a medical student, which does cost the hospital, and the question is where will the money come from? He will reflect on this.

2. What is the strategy for improving state support for higher education?

-This is a great concern. CU is 48th in the nation for getting state support. It is a risk for the state and they have cut funding to the hospital. CU gets revenue from out-of-state students since they pay significantly higher tuitions. The number of Colorado students that do not attend college has increased to 2.1%. Nationwide it is 1.3%. The enrollment at CU Boulder has steadily increased but it is down at all the other campuses. This is an issue for the state. Some majors cost more to fund, such as engineering, and these fields are getting more popular which also is costing the state more money. Students are concerned about the debt from higher education, which is one reason there are less college students. To help with this cost, CU will not increase the tuition for the next four years for this year's starting classes.

3. Will CU adopt the new parental leave bill for federal government employees paying for parental leave?

-This will create a conversation. Once again, this is more money that is not available. Keeping the Space Command in Colorado and getting involved could bring in funds.

4. Buildings are going up, there are more applicants, the reputation is growing, and CU is now a center of excellence for pancreatic cancer. But there is a disconnect. The medical equipment available is not up to par, for example in radiology. So how can we expect to push the envelope? How can we get the state of the art equipment?

-No one has complained about this. This can be included in the strategic plan by using the email available on the site or directly emailing Mr. Kennedy= [mark.kennedy@cu.edu](mailto:mark.kennedy@cu.edu). Right now, they are addressing issues with the colleges, not hospital issues, but he would like to be educated on the hospital needs.

5. A question was asked about how faculty can get involved with the strategic planning. This was answered earlier. Also, there is a calendar on the web site with all the meetings and everyone is welcome to join the meetings and participate.

6. How can we integrate different departments from different campuses, for example the law school connecting with the medical school to teach the students about being an expert witnesses?

We need to see if we can have more connections and try to get both sides to understand each other better.

7. There was a question about CU Denver and CU Anschutz being separate entities for PhD programs and research.

-There is a new chancellor at the Denver campus so this debate will be addressed. Part of the discussion will be about having separate or combined programs/research. One goal is to get more minorities in the programs to have a more diverse work force in Denver.

8. Similar to the previous question, what is being done to reduce student debt?

There is a significant dropout rate and now you have a student without a college degree with debt. They are working on lowering tuition. He does not feel that college students need to worry about their debts. Most students, he stated, have \$25,000 in debt, and with a college degree, they can get a job that can easily pay this off. Dean Reilly stated that for a medical education, the median debt is \$200,000. 25% graduate with no debt. CU has eliminated student fees; they have added a wellness center and locked in the tuition for the next 4 years. They are working to raise more scholarship money and available loans. NYU needed \$6 million to run their free medical school. CU would need 800 million. 41% of high school graduates attend college now versus 79% 20 years ago.

9. For the diversity survey that was sent out, why is there a question on political affiliation and how is that information used? President Kennedy indicated he did not feel comfortable answering this question.

10. Will our ability to continue to educate on abortion and family planning remain unchanged?

President Kennedy answered that is your discretion, not mine. I will not get involved.

11. What can we take back to our departments to help with strategic plans?

The funding for research is 1.2 billion dollars; half goes to health care. We are working for funding for Anschutz to make the hospital stronger. Mental health is a huge issue and we are looking to see how CU as an institution can help with that. We are looking to show that funding for mental health is cost effective. Less mental health issues = more productive people. We are looking to see what the needs are for the state. And finally, the plans for CU Anschutz will get evaluated more in depth at a later time.

12. The hands of the faculty are tied since they are state employees and there are eyes on us. Without looking like we have biases, how can we work more closely with private companies to do research with them or have them help fund our research? President Kennedy answered that there is a research-focused committee, so I don't know. It is better to have a state located institution not a state funded institution. We may be able to get funding for clinical trials, but the issue is where will the money come from. Personalized medicine is another source of income that may be able to be looked at.

The meeting ended with President Kennedy thanking everyone for their attending and bringing great questions. He encouraged everyone to feel free to reach out to him with any questions or concerns

Faculty Senate Meeting Minutes  
May 19, 2020

Minutes from the last meeting, January, were accepted.

**Dean Reilly comments:**

- The University has 2 department chair searches, Family Medicine and Internal Medicine. They are down to the finalist. The process is slower than usual due to the pandemic. The interviews are being done remotely since the candidates cannot visit our campus.
- The Department of Pharmacology will be doing a search with the current head of the department stepping down.
- The state legislature is adopting a 3.3 billion dollar budget cut.
- The new Anschutz building is still under construction. It will be on time and under budget. Set to open in August.
- The graduations for graduate students will be done remotely. Keep at least 6 feet distancing and congratulate all the new grads if you see them

Research Reentry, message from Chancellor Elliman

- Process will be slow, all activities that came by done remotely should continue to be done remotely.
- Research reconstitution plan can be found online:  
<https://www.cuanschutz.edu/docs/lobrariesprovider/default-document-library/research-reconstitution-plan-april-23-2020-version-1.pdf>, weekly messages are updated.
- Dr. Flag is setting up the plan and the campus police is involved as well. Every building has a Covid-19 official. There is a link for each research floor.
- The Covid officials are part of a task force to communicate with each floor and get each floor reopened. Plans are submitted for each floor, reviewed and approved as appropriate.
- Access for now is limited. The doors will not be open. Everyone will need to badge in and they will be monitored. The invites back are for essential personnel and limited. The campus police will contact you if you are in the building and not allowed to be. Once again, only work that you need to be physically present for will be allowed in the buildings.
- There is a clinical research Taskforce prioritization. The framework can be found online:  
<http://image.communications.cu.edu/lib/fe8f13773057a70/m/1/5a0b3ccb-5426-413f-afa3-990f54fddec2.pdf>. One of the considerations will be given to how close the project is to being done.
- Everyone on campus is mandated to wear a mask. Once on site you will need get a wrist band (reviewed below). Everyone will need to follow social distancing.
- Restrooms doors have signs to state if they are occupied or not.
- If you have questions, go to the Covid official on your floor. The officials are mainly senior faculty. This is a group effort and everyone needs to band together to get this done sooner than later.
- Before returning you will be invited and approved by leadership. You will have to take the one time training that is online.
- Once approved you will have to complete the "health questionnaire" before arriving on campus. Bring your confirmation email to the check in point. Wear your mask and CU Anschutz badge, show your confirmation email, get your temperature taken, pickup your wristband in a specific color for each day. They are working on an app that will have a QR scan on your phone and you will be able to scan it in the parking lots. For now, you will still need the temperature checks in person.

-Go directly to your assigned workspace. Disinfect workplace before and after. Follow posted signs and floor markings. Go only to nearest restroom and break room. Hold meetings remotely. Work in shifts.

-There are two entry sites-Campus Service Entrance, main west entrance. Follow signs to side station T36-113. 5a-9a, 2p-5p, M-F.

Hensel-Phelps Entrance, main west RC1N, station in hallway outside P18-1004, 7a-5p. M-F.

### **Question and Answers:**

1. Small labs paid for staff and now financially behind, is there a way to get help to offset this? Dean Reilly-not aware of labs except for one or two that will allow donors. Most Covid philanthropy financial individuals give funds to help student and frontline providers suffering from money issues. Residents have not been able to moonlight. Kids have been at home so both parents have not been able work and more.
2. All floors are being monitored by officers. If someone shows up unannounced and a lab is not in accordance, then lab will be closed and will go to the end of line to return . If an individual has objection to getting a wrist band then a polite warning will be given once, then the badge will be turned off. Still getting about 10 admits /day and 100 in the hospital. 1000 people in research buildings. So we can expect someone will be diagnosed with Covid-19. We need to do contact tracing and quarantine. If found person was not following the rules, then they the run the risk of closing all research labs. Also, we don't want a hotspot close to the hospital. CU Anschutz hospital has the highest number of inpatient Covid-19 patients in Colorado. Temperatures will be taken for the next 2 weeks. If they find no fevers then this may stop. At Children's they find 5-10 medical professionals with fevers or symptoms that get sent home daily. If this is true at CU then the temperature checks will continue, if not this will be modified to show experience then. Everyone on campus will have to go through this procedure . More check points coming in next few weeks to accommodate everyone. QR code's in parking garage/lots coming. OMT app with employee ID will be used to make it easier. Fact of life, TSA and Apple stores check temperature. Almost every public venue will have come screening.
3. If someone does come to work with a fever what happens? They will be sent home and not allowed to come on campus . They should consult with their physician, review symptoms and decide if testing is needed or not. They will start contact tracing on campus if positive. CU has adequate PCR and antibody testing as needed. Not sure what antibody testing will mean and how to use AB testing. Good for epidemiology use but not sure of patient value as understood now. The American Society of Pathology says Antibody testing is not great and not sure what results mean.
4. How long is turn over for routine testing? Max 18 hours, most sooner. In ED or labor and delivery, the turn over time is 90 minutes but not guaranteed we will have adequate supply for the rapid test.
5. How long is this going to continue for, when will this be accessed again? We are going to have Covid through the calendar year. Second surge depends on social isolation relaxed or people getting sick of doing this. Plan on campus and research to access entry and compliance will be reaccessed in 2 weeks. If going well, more will be permitted to come back on campus. We are not mandating shifts like Harvard, but want to allow responsible lab groups to structure their work force to meet lab needs and follow guidelines. This is a moving target. At no point will we have 100% of people back in buildings at the same time like last year. This will probably continue until a vaccine is available and we can convince the anti -Vax to vaccinate as well.
6. What is the impact on budget? How will this be distributed and handled? This has had a significant negative impact. Revenue streams through CU medicine from clinical billing from

clinician and award funding. This increased over time last year. State support will be cut but not cut yet. Hospital partners are a large piece. Facing operating revenue losses. Non Covid care has picked up, clinical revenue has rebounding but still 30-40% below what expected spread out between departments. Each department has its own revenue. Clinical activity varies, orthopedics has been affected more than medicine, for example. Each department is managed separately from the school. Old system will no longer work. Support agreement with the hospital will be negotiation by each department. Faculty that have been impacted are all senior leadership. They have taken compensation cuts, furlough, stipend cuts. Chairs of departments have taken cuts which vary per department. No incentive pay will go to administrative positions, which is 10% of their salary. 700 people have been furloughed, mainly faculty at the SOM. This means 2 days/ month. There have been 30 layoffs-2 clinical, one in the chancellor's office. Some closures may have happened. Reserves have been used to help with salaries to prevent reductions. Faculty salaries have a fixed component and an incentive based on clinical activities. Everyone in those plans will have less incentive pay than last year.

7. CUSOM is negotiating for PPE to get students back on June 1st but this will not look the same, PreCovid. L&D and the OR will not be able to get all students back due to PPE requirements. Some will come back next Tuesday, then June 1st. Trying to get students back while considering students and providers safety. We need to get students back in to train and have them graduate on time. Part will be using small conference room in AO1 as a work room for students. We need to change conference sizes.
8. The policy for 4 people in elevator, is that safe? Safer than more, depends on elevator dimension and wearing masks. Try to ride elevator alone. 4 people each can be 6 feet away from each other in most elevators.
9. People doing check point stations and doing temps will they be tested? If symptomatic they will be checked. People need to consider, duration of interaction is short. And most data show risk of infection depends on the interaction nature and duration. PPE works. Very good experience with actively infected, PCR positive and symptomatic with providers having no transmission when wearing PPE. The risk for anyone manning checkpoints is low.
10. Is there a test for anyone that wants one? There is a test for everyone, sign up. Ample supply and antibody scaling up. UCH tested 5000/employees for antibodies.
11. American Society of Pathology says antibody results and PCR testing are not very accurate. Antibody testing is not recommended. Positive results do not mean immunity. If tested and you have a negative test you can request a second test. Not all symptomatic patients are coming to the hospital or getting tested. Due to the large number of false negative PCR, we cannot completely rely on testing and we should be treating patients as if they are positive. For high risk areas like the operating room and L&D, all providers need to be wearing proper PPE with all patients. This has not changed. This will probably continue until a vaccine is available.
12. What are the rules for personal travel? We will not pay for academic travel. But we cannot tell you not to travel. If you travel and come in contact with anyone with Covid-19, then you need to quarantine. Assume community spread in all US communities, no safe place to travel. So quarantine is not based on where your travel to but who your contacts were.
13. In the fall, if kids stay home, what will you do to help employees that need to stay home? People can work from home with a flexible schedule, but the university cannot afford to pay for people to be at home and not work.

The meeting concluded at 5:30 p.m.