

**Faculty Senate Meeting Minutes
December 11, 2018**

- Welcome by Dr. Raben
- Minutes from previous meeting were not available for review and approval.
- Review of topics discussed at November: reinforcing importance of resilience and outreach and efforts of Jenny Reese, reminder of SOM Resilience Program; brief comments about student resiliency.
- Dean's comments:
 - Announcement of new chair of Immunology and Microbiology.
 - Active search for next chair of BMG.
 - Final stages of recruitment of new Health and Wellness Center Director.
 - Active search for Jane Schumaker's position. Leadership has met with the search committee, and there is a strong roster of candidates set for interviews in January.
 - Successor to Will Cook for CEO of UC Health, Chris Gessner, from UPMC, with broad responsibilities for UCH and operations across Denver metro region.
 - Strategic planning by and with CHCO and opportunities for co-investments in investigators and infrastructure.
 - DH has embarked on search for new OB-Gyn Service Director, also DOS for Psychiatry.
- OPE Report – ***Abbey Lara, MD, Co-Director, Office of Professional Excellence***
 - Presentation of results of Climate Survey; anonymous, similar to 2016 survey, external survey company utilized, reviewed process of ensuring anonymity.
 - Race and gender question was added to this survey.
 - Sent to 4,242 faculty with 40% response rate.
 - Demographic data, rank, race and gender, ethnicity, degrees held were the characteristics of participants reviewed.
 - Survey measured persistent stress levels, observations of mistreatment, observed discrimination,
 - Improvements in recruitment of and inclusivity for women and high level of pride in department membership were observed.
 - Climate questions reviewed and responses were compared with 2016 responses. We still have reports of observing mistreatment and discrimination.
 - Opportunities for improvement in resources for stress, well-being and depression and communication and engagement.
 - Planned next survey is 2020.
 - Addressed questions related to national benchmarking as well as whether changes from 2016 were statistically significant.
 - Dr. Lara reviewed outreach efforts by OPE to meet with and assist chairs to address problems uncovered by the survey.
 - There was extensive discussion about anonymity and other concerns that may lead to lower response rate.
- Legislative Report - ***Tanya Kelly-Bowry, Vice President, CU Government Relations***
 - Ms. Kelly-Bowry reviewed her history and role as a lobbyist for CU and the campus.

- Current trends reviewed: additional women, changed the majority in the Senate, gain to 411 democratic representatives, new governor, Lt. Governor.
- Recent meetings and tour with Congressman-Elect Crow.
- Current issues include many healthcare issues, rural costs, new cabinet leadership (especially HCPF), and opioid crisis bills.
- Reviewed Healthcare Committee new Chair (Rhonda Fields) and other leaders.

**AGENDA
FACULTY SENATE
UNIVERSITY OF COLORADO SCHOOL OF MEDICINE**

March 19, 2019

4:30 – 5:30 p.m.

Location: Anschutz Medical Campus

Academic Office 1 Building, E. Chester Ridgway Boardroom (7th Floor)

I. Welcome – Faculty Senate President David Raben

II. Approval of Minutes from February 12, 2019, meeting

III. Dean's Comments

- Status of searches and affiliations

IV. Presentations and Discussion Items

1. Employee Benefits Update

*Michelle Martinez, Director of Strategic Benefits Initiatives, Employee Services
University of Colorado.*

2. CU Medicine Contract Process Update

*Elizabeth Kissick, Vice President, Payor Relations and Network Development,
University of Colorado Medicine;
Michelle Woulfe, Contract Operations Manager, University of Colorado Medicine;
Carrie Valdez, Associate Director of Finance, University of Colorado Medicine.*

Executive Committee and Faculty Senate minutes are available on the web at:

<http://medschool.ucdenver.edu/faculty> at the Executive Committee and Faculty Senate links.

Please contact Cheryl Welch at 303-724-5356 or Cheryl.welch@ucdenver.edu if you have any questions.

Meeting Schedule for 2018/2019:

March 19, 2019

April 16, 2019

May 21, 2019

June 18, 2019

Faculty Senate Meeting Minutes

February 12, 2019

The minutes from the January 2019 Faculty Senate meeting were unanimously approved. President Raben then provided an overview of last month's meeting.

Dean Reilly provide an update on faculty searches and affiliate institutions. On February 1st, Leslie Berg began as the new chair of the Department of Immunology and Microbiology. Dr. Berg is from the University of Massachusetts. Dr. Berg's spouse, Dr. Charles Sagerstrom, also has joined the faculty in the Department of Pediatrics. The chair search for the Department of Biochemistry and Molecular Biology is concluding, with recommendations made to the Dean within the last week. There are three finalists for the Sr. Associate Dean for Administration and Finance position to replace Jane Schumaker. All finalists will be interviewed by next week, and the search will be completed soon. Frank deGruy, chair of the Department of Family Medicine, has announced that he will be retiring in 2020.

Groundbreaking on the new Anschutz Health Sciences Building took place on January 30th. It will take around 30-34 months to complete construction. The board of UCHHealth approved money to build a third inpatient tower at UCH. Construction work will be going on in emergency medicine this summer, with work on the new tower to begin in October, which will take 2.5 years to complete. Both UCHospital and CHCO will be opening new medical facilities. The new Highlands Ranch Hospital will be opening on May 7. Children's Hospital in Colorado Springs will be opening 2 weeks later. There will be a lot of activity going on to get ready for those new facilities. With regard to National Jewish Hospital, Richard Martin, chair of the Department of Medicine, will retire and they are starting the search for his successor. Denver Health has an active search for the director of service of Ob/Gyn to replace Chris Carey, who is retiring.

Question: If University Hospital is opening a new tower for more complex patients, is there any talk about complex patients aged 21-36 that still go to Children's?

ANSWER: The new tower will be all inpatient, with 9, expandable to 13, operating rooms, 40 ICU beds and 72 Med Surg beds. With regard to people born with complicated medical problems, there is a proposed pilot program for those kids using supplemental Medicaid funding. Drs. Fuhlbrigge and Brumbaugh are trying to work that out. The physical location is under discussion. We understand we have a deficiency. One area we are having conversations about with UCHHealth and CHCO is congenital markers. Discussions have been complicated and not very successful.

Laura Borgelt provided an update on the Presidential search. The official charge was given before the holidays. The committee has only met once, and they have had a conference call. The real work begins in 3 weeks. A search firm is in place. One thing to recognize is that the committee will provide a recommendation to the Regents; the committee doesn't select the president. Their task is to put forward candidates that would best serve the University. They hope to have several great candidates to put forward for that selection based on the charges given. All campuses have provided their needs, and they are working with the search firm to narrow candidates, going through the criteria and preliminary interviews. The search firm is committed to diversity. Gender, race, background, and thought processes are all being thought of in putting the candidate pool forward. Confidentiality is part of the process. As they get further into the process, they won't be able to discuss candidates. Faculty can still provide

input into the committee and suggest candidates. Meetings will begin at the end of February and will continue through mid April, with the new President ideally starting July 1.

Kim Muller from CU Innovations provided an update. CU Innovations is what used to be the old Tech Transfer office. Three years ago, Anschutz needed a specific innovations office to address: 1) How to take inventions developed on campus and move to patients; 2) Identify all of the companies around the world, and determine how to bring them here to design new care delivery models, form new industry partnerships; and 3) Create a hub for resources to advance ideas. For the past three years, over 17 products have been built. There are now 200 invention disclosures across 40 departments. A number of programs have been developed for faculty that focus on funding, mentorship and training.

The Spark program, which focuses on fostering innovation, is based on Stanford's program. We take faculty ideas and give them funding and educational framework from which to build. The program was launched this year, and a cohort of 13 teams are going through the program. Stanford has a 60% success rate. We have five start-ups coming out of 13 programs, and we already have 65 apps for next year. There are 25 speakers to help advise regarding faculty issues around drug development. We need outside people to come and help, advisors and entrepreneurs in residence. Stanley Lapidus comes here each week and is the force behind a lot of startups. David Lacey is a critical advisor to faculty thinking about drug development. Dick Foster is a leader in health care innovation and has advised US presidents on health care. We are launching two new programs – Chancellor's DI Fund and the Health Care Investment Program, which are investing in start-ups. Resources available are included on the attached slides.

The results are a great success in the medical device space. Colleagues in Ophthalmology are ranked Number 1 in innovation. Faculty startups have raised \$85 million dollars, which is in the top 1 percent of universities nationwide, just under MIT in revenue. The work going on here is translating into the private sector, which speaks to the work of faculty. The office is just providing resources.

Question: What is the culture in Ophthalmology? Answer: It is a very unique culture. A lot of research has been done and they have put in a lot of resources. What is the next stage of development? Support faculty in those areas, work closely with industry. Now, venture capitalists sit outside the department to foster development.

President David: Physicians are out on island, and the culture in a division or department is top down, which creates ideas and disruption, as well as innovation. It will bring more industry on campus.

Question: What about educational innovations? In the past, ideas would be registered by tech transfer, digital software, and there were a number of people in AME constantly creating new education technologies. There was not as much financial potential, but there was the potential for international recognition. Has there been discussion about this? Is there a place for this, maybe take to a different program? How do we get these tools out internationally?

Answer: We are focused on impact, revenue markers. Educational tools fall in a grey zone and will need a special umbrella.

Question: Does your office help submit SBIRs? Answer: Yes, there is one advisor to help. They help write grants and review, then help to think about everything that comes along. They do workshops

twice a year, walk through the process. A list of names of individuals on campus who have been successful getting SBIR funding will be compiled and made available.

Question: How do the inventions relate to patents? Answer: When started, they will look at all drugs and diagnostics, and if they can't help, they will send somewhere else.

Question: At UCSF they had a "Shark Tank." How would you see that working?

Answer: People come in with ideas at a pitch event and get immediate feedback. As they go up the pyramid, more details are provided.

Question: Are there attempts to increase diversity of the advisors to match our diversity, meaning gender and visible diversity? Answer: They will look into that.

Question: Is there a policy to determine whether an idea is patentable? Answer: Yes, they do provide a release back if the university decides not to pursue it. The policy is under review.

There being no further business, the meeting concluded at 5:30 p.m.

Respectfully submitted,

Cheryl Welch
Director, Faculty Affairs for
Faculty Senate Secretary

PARTNERING WITH Innovations

*Helping Bring Your
Knowledge And
Discoveries Forward for
the Benefit Of Society*

Kimberly Muller, Esq
Managing Director
CU Innovations



Who Is CU Innovations?



Our mission is to bring together industry partners, entrepreneurs, and investors to help CU researchers solve important problems and improve the quality of life worldwide.

We strive to enable scientific research that could benefit society, while also generating a sustainable revenue stream for research.

What Does CU Innovations Do?



- Our role is to nurture disruptive innovations into clinical and commercial reality through supporting:



CAMPUS INVENTORS



CLINICAL VALIDATION



INDUSTRY PARTNERSHIPS

CU Innovations Leadership



STEVEN
VANNURDEN



Executive Director of
Biotechnology at the
University of Colorado

Past Experience:

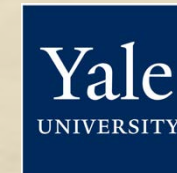


KIMBERLY
MULLER



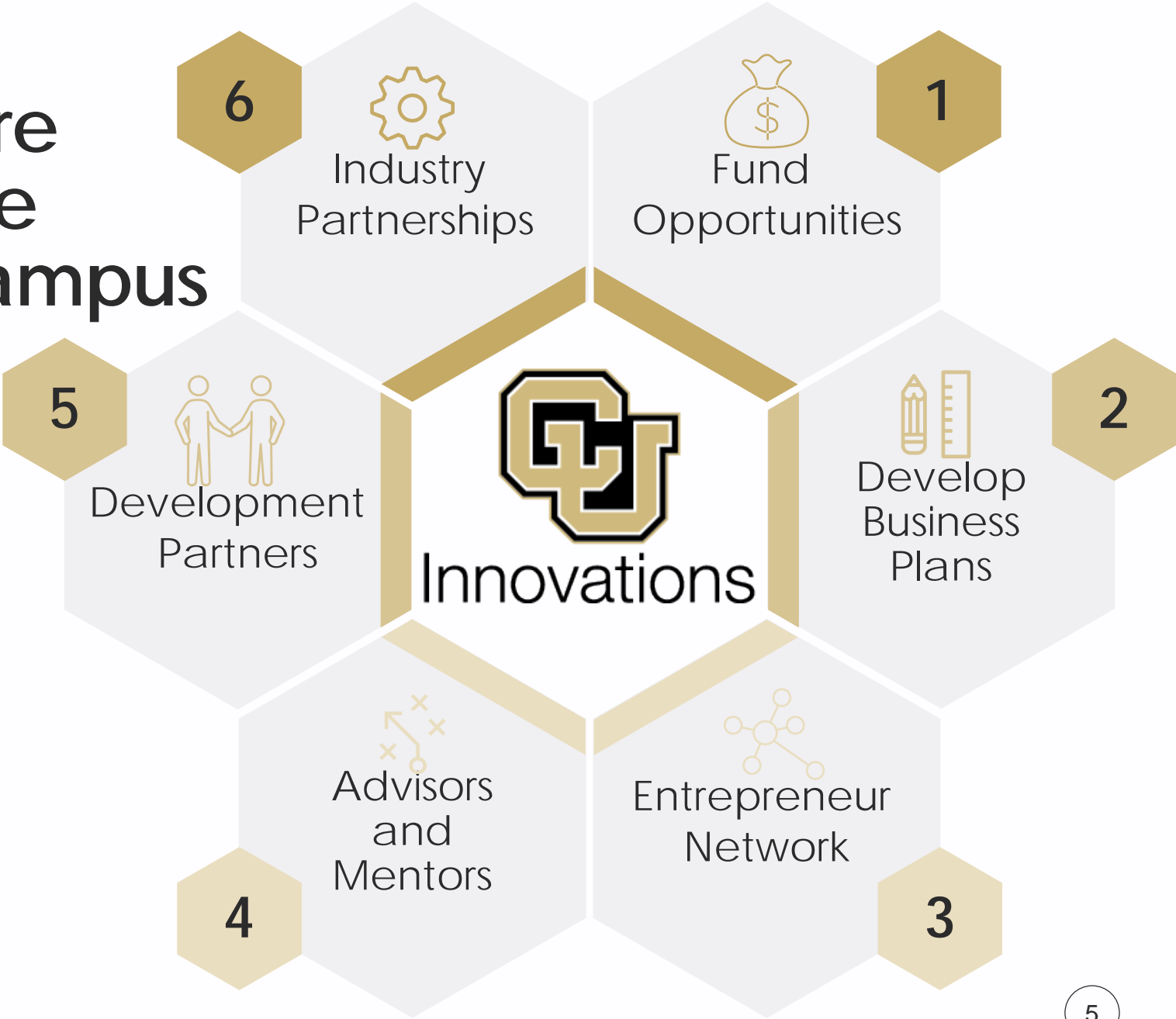
Managing Director of
CU Innovations at the
University of Colorado

Past Experience:

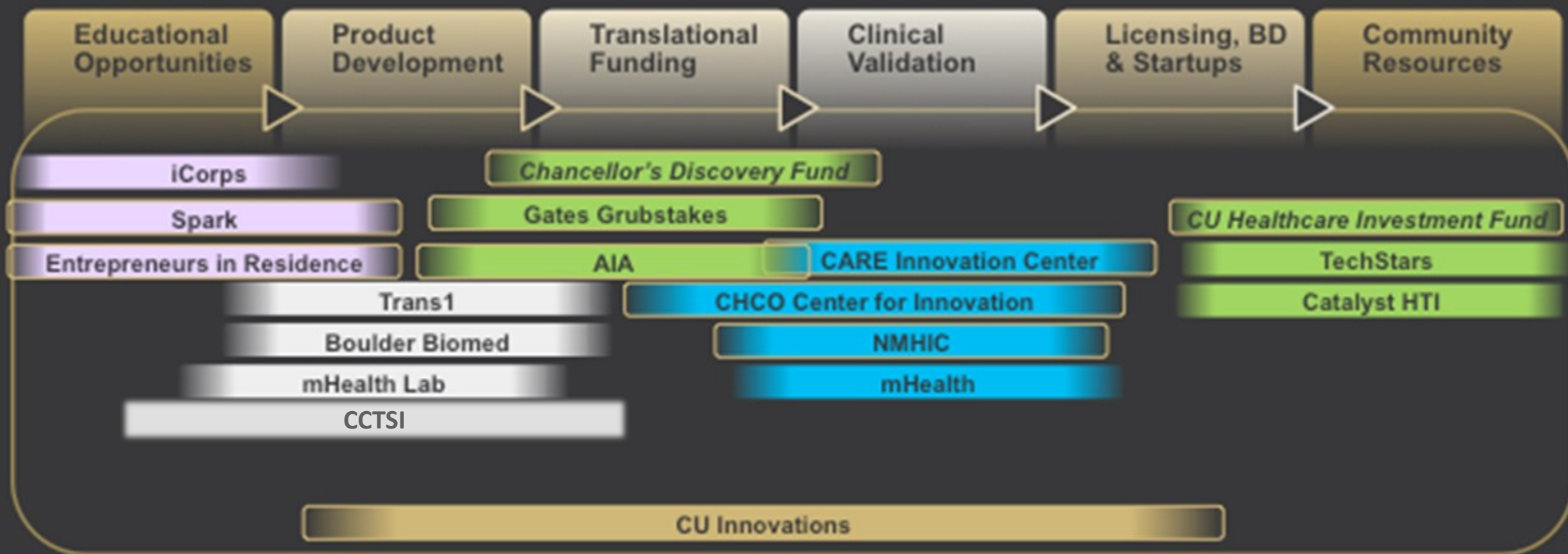


Colorado's Healthcare Innovation Hub on the Anschutz Medical Campus

***Your One
Stop Shop For
Innovation***



Innovation Ecosystem 2019



INNOVATION ECOSYSTEM

LAUNCH

COMMUNITY
RESOURCES

LICENSING
& STARTUPS

CLINICAL VALIDATION

PRODUCT DEVELOPMENT

TRANSLATIONAL FUNDING

EDUCATIONAL OPPORTUNITIES



Ideas: Where They Come From

Internal



Over 200 invention disclosures submitted across **40** departments and divisions

External



Over 280 companies engaged for partnership & co-development



EDUCATIONAL OPPORTUNITIES

LAUNCH



COMMUNITY
RESOURCES



LICENSING
& STARTUPS



CLINICAL VALIDATION



PRODUCT DEVELOPMENT



TRANSLATIONAL FUNDING



EDUCATIONAL OPPORTUNITIES



Over 400 Attendees for CUI Education Programs



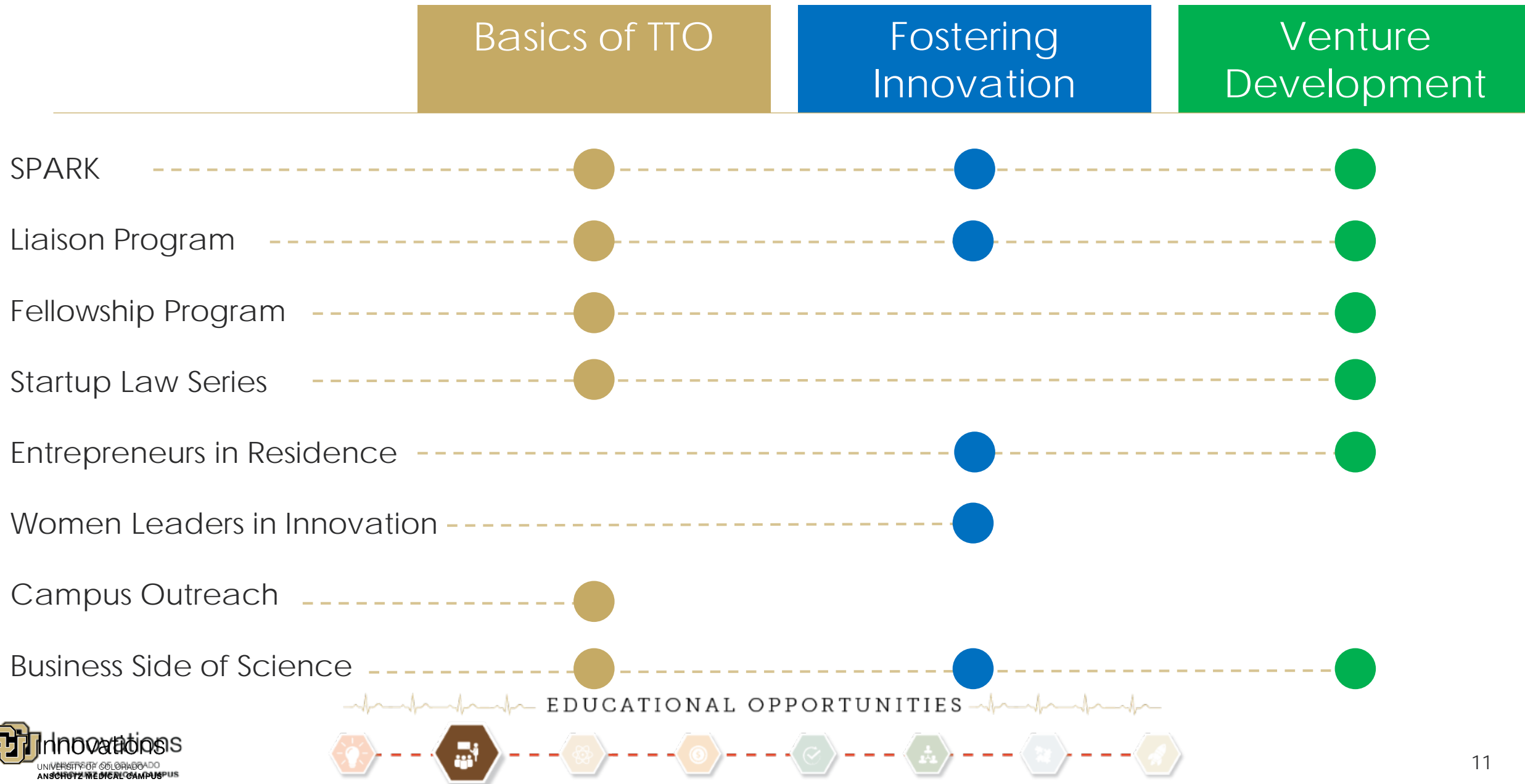
Women Leaders in Innovation Series



EDUCATIONAL OPPORTUNITIES



Education Initiatives Focused on 3 Areas of Innovations



SPARK Colorado: Accelerator Program



Shifting academic discovery research into product development through:

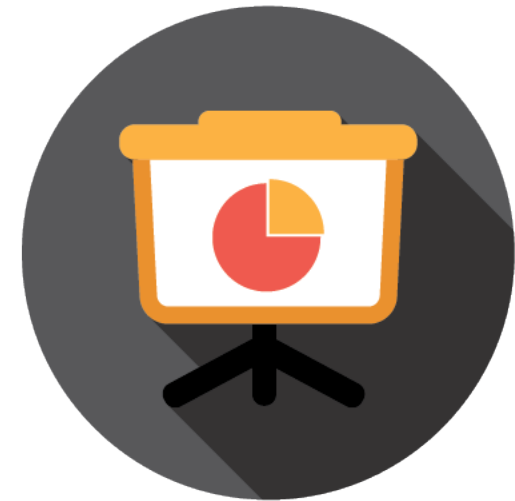
Funding



Mentorship



Training



EDUCATIONAL OPPORTUNITIES



SPARK Program at AMC

Discovery

Clinic



Benefits to Participants

1. Mentorship

- a. Expert Advisors
- b. Product & Business Dev

2. Education

- a. Weekly Seminars
- b. Commercialization Strategies

3. Advising

- a. Access to Core Facilities
- b. Industry Partnerships

4. Funding

- a. \$50k/year - 2 years
- b. Goal = de-risk early stage projects

- 2 year accelerator program
- Up to \$100k per tech
- Top Industry Mentors



2018 INNOVATORS

SPARK Colorado aims to build a bridge between the scientist's lab bench and the patient's bedside by providing funding, industry mentorship, and a curriculum tailored for the needs of participating faculty and researchers. It seeks to help faculty navigate the "valley of death", a period during which a majority of promising projects fail to survive.

EVALINA BURGER, MD



MEDICAL DEVICE

Professor | Team Project:
Novel Cages Accommodating
Individual Endplate Architecture.

MELANIE JOY, PhD



MEDICAL DEVICE

Associate Professor | Team Project:
Novel Medical Device for Kidney
Disease Indication.

JEFF OLSON, MD



MEDICAL DEVICE

Associate Professor | Team Project:
Intraocular Device to Potentiate
Retinal Stem Cell Transplantation in
Macular Degeneration.

MAX MITCHELL, MD



MEDICAL DEVICE

Professor | Team Project:
Apical Cuff Implant Tool (ACIT) for
Left Ventricular Assist Device.

MICHAEL CHAPMAN, MD



Resident

Team Project:
tPA-Challenged Viscoelastometric Hemostatic Assay for Early
Identification of Fibrinolytic Coagulopathy in Trauma.

ERNEST MOORE, PhD



DIAGNOSTIC

Professor

VALERIA CANTO-SOLER, PhD



PHARMACEUTICAL

Associate Professor | Team Project:
Stem Cell-Derived 3d Retinal
Transplant for Dry Age-Related
Macular Degeneration.

MICHAEL GLODE, MD



PHARMACEUTICAL

Professor | Team Project:
A Fusion-toxin for the Treatment
of Bladder Cancer.

RICHARD JOHNSON, MD



PHARMACEUTICAL

Professor | Team Project:
Targeting Sugar and Alcohol:
Craving and Liver Disease.

JIM LAMBERT, PhD



PHARMACEUTICAL

Associate Research Professor
Team Project:
A Breakthrough Therapy for
Triple-Negative Breast Cancer.

MARK PETRASH, PhD



PHARMACEUTICAL

Professor | Team Project:
Biologic for Cataract Inhibition.

MARTY ZAMORA, MD



PHARMACEUTICAL

Professor | Team Project:
Autologous CD117+ Progenitor
Cell Therapy for Solid Organ
Transplantation.

SHI-LONG LU, MD, PhD



DIAGNOSTIC

Associate Professor | Team Project:
HNKlear: A Saliva-Based Molecular
Test for Head and Neck Cancer.

NICHOLAS WALTER, MD



DIAGNOSTIC

Assistant Professor | Team Project:
Surrogate Molecular Assessment
of Response to TB Treatment
(SMARTT-TB).

Advisors and Entrepreneurs In Residence

Steve Lindseth

Serial healthcare entrepreneur and investor



Collectively generated over

\$15B

in commercial value

Represent over

100 years
of commercialization expertise

Stanley Lapidus

Serial healthcare entrepreneur and investor



Wayne Guerra

Physician entrepreneur with multiple exits, CMO iTriage



Newly Added

Richard Foster

Executive in Residence, Yale
Emeritus Director of McKinsey & Company



David Lacey

Former Senior Vice President,
Discover Research at Amgen
Biopharmaceutical Consultant



EDUCATIONAL OPPORTUNITIES



TRANSLATIONAL FUNDING

LAUNCH



COMMUNITY
RESOURCES



LICENSING
& STARTUPS



CLINICAL VALIDATION



PRODUCT DEVELOPMENT



TRANSLATIONAL FUNDING



EDUCATIONAL OPPORTUNITIES



Commercialization Grant Funding Programs



**HEALTHCARE
INVESTMENT
FUND**

TRANSLATIONAL FUNDING



PRODUCT DEVELOPMENT

LAUNCH



COMMUNITY
RESOURCES



LICENSING
& STARTUPS



CLINICAL VALIDATION



PRODUCT DEVELOPMENT



TRANSLATIONAL FUNDING



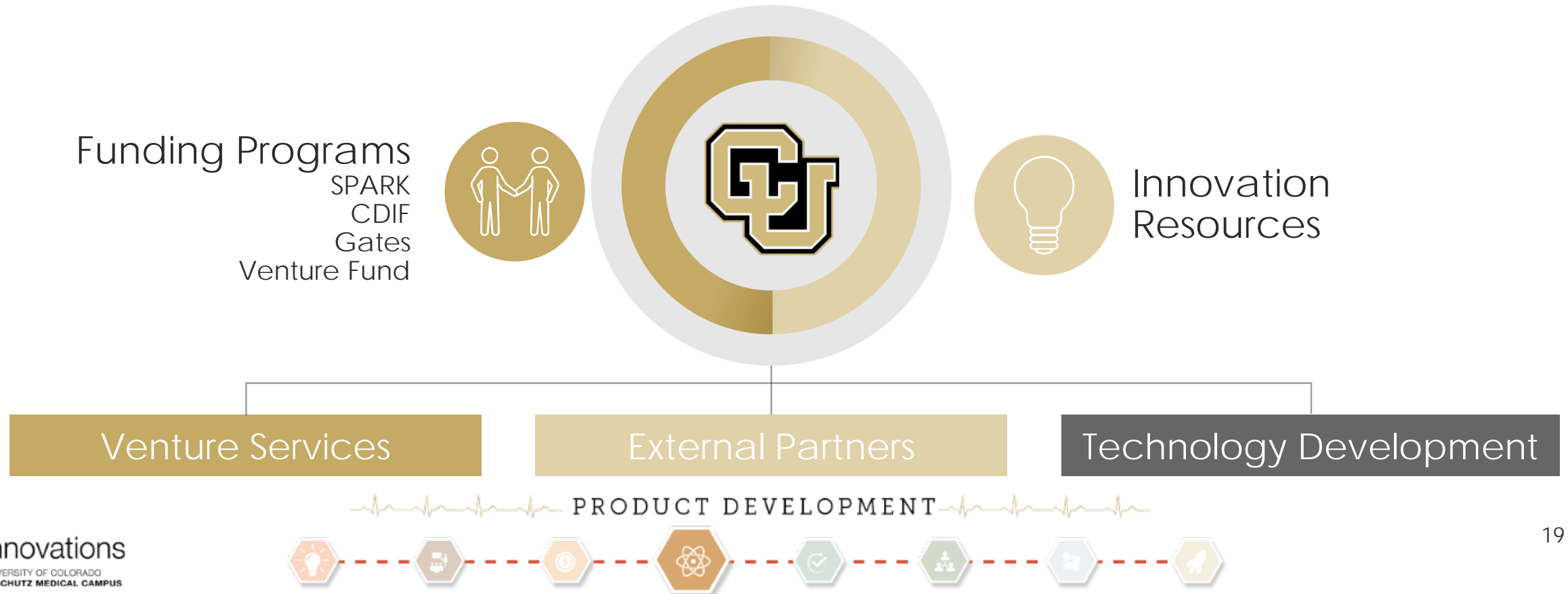
EDUCATIONAL OPPORTUNITIES

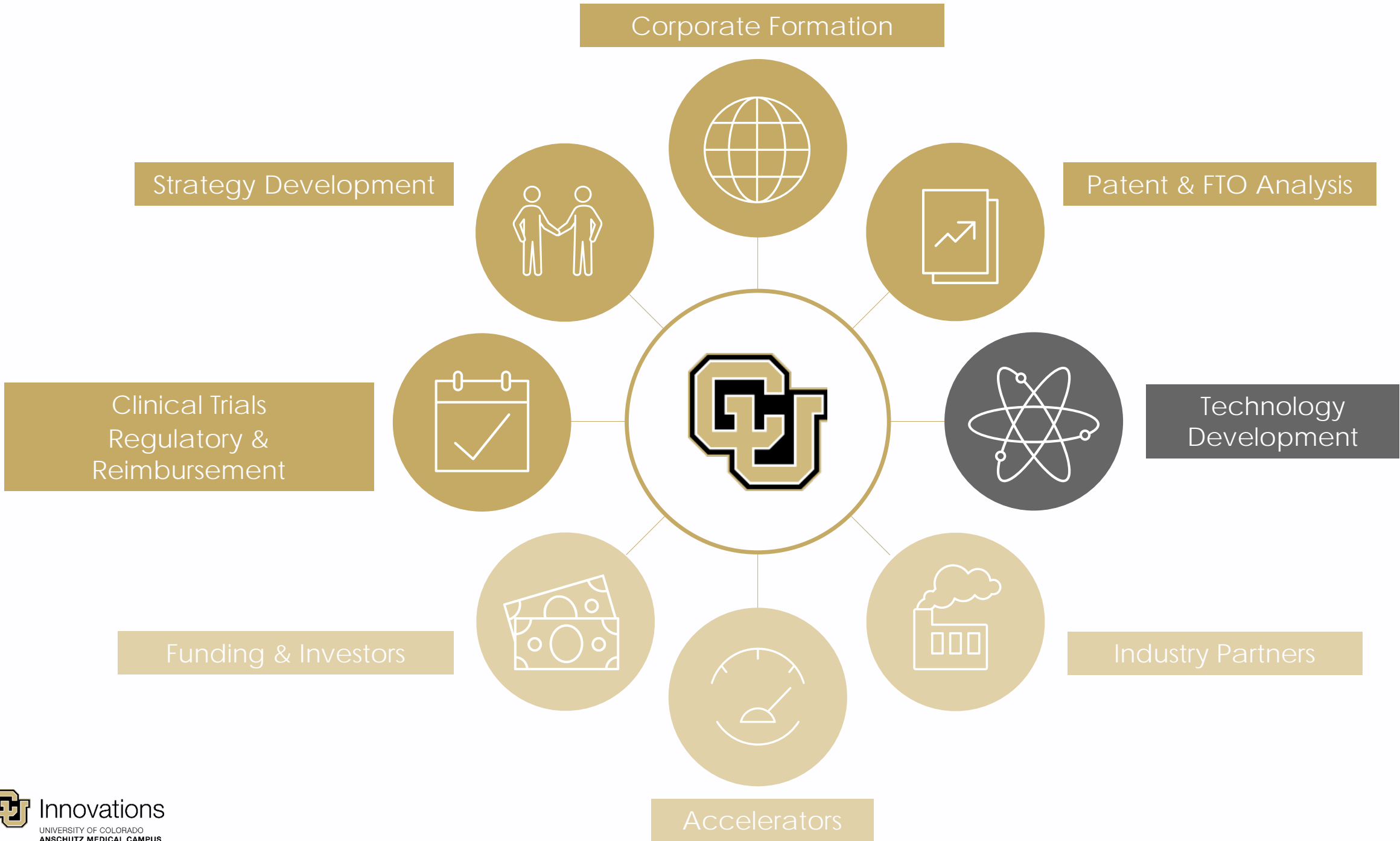


CU Innovations Hub

Three Verticals of Innovation Resource Hub

- **Developing strategic partnerships** with industry facilitating the development of biomedical innovation
- **Provide additional access to mentors and resources** initiating and fueling startup companies
- **Effectively stewards CU Innovation funds** with internal and external collaborations.





Corporate Formation

Assistance in legal, equity planning, and banking questions for establishing a startup company.

Patent & FTO Analysis

Access to Intellectual property law firms and mentors for: FTO analysis, patentability assessment, patent portfolio strategy development.

Strategy Development

Provide advisors and business fellows for developing business plans for successful startup launch.

Clinical Trials Regulatory & Reimbursement

Provide access to regulatory consultant assisting in the successful launch into the clinic.

Funding & Investors

Providing SBIR/STTR grant writing workshops and specialty consulting. Facilitating external partnerships by engaging industry and investors.

Industry Partners

Providing additional access point for industry partnerships opportunities.

Accelerators

Access to accelerator programs and incubator spaces.

Technology Development

Create portal to identify internal and external partners to develop your technology via university core laboratories and external partners.

CLINICAL VALIDATION

LAUNCH



COMMUNITY
RESOURCES



LICENSING
& STARTUPS



CLINICAL VALIDATION



PRODUCT DEVELOPMENT



TRANSLATIONAL FUNDING

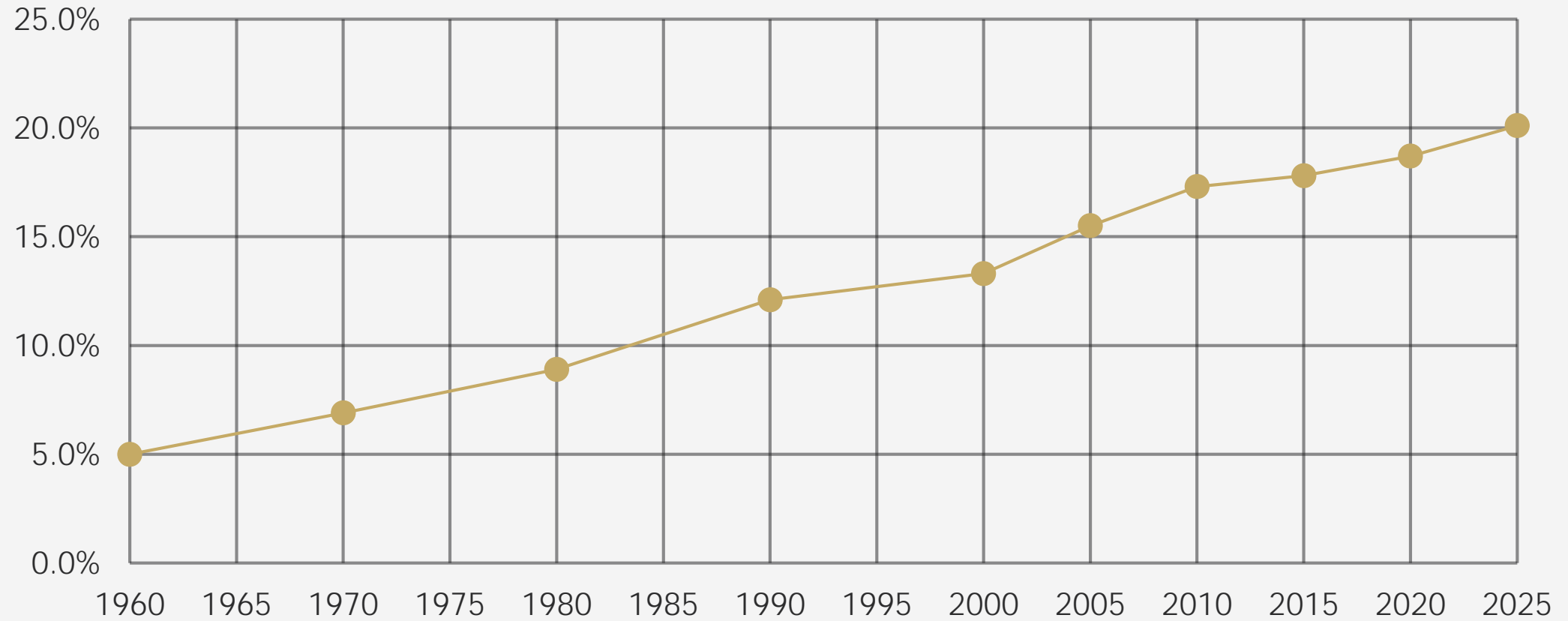


EDUCATIONAL OPPORTUNITIES

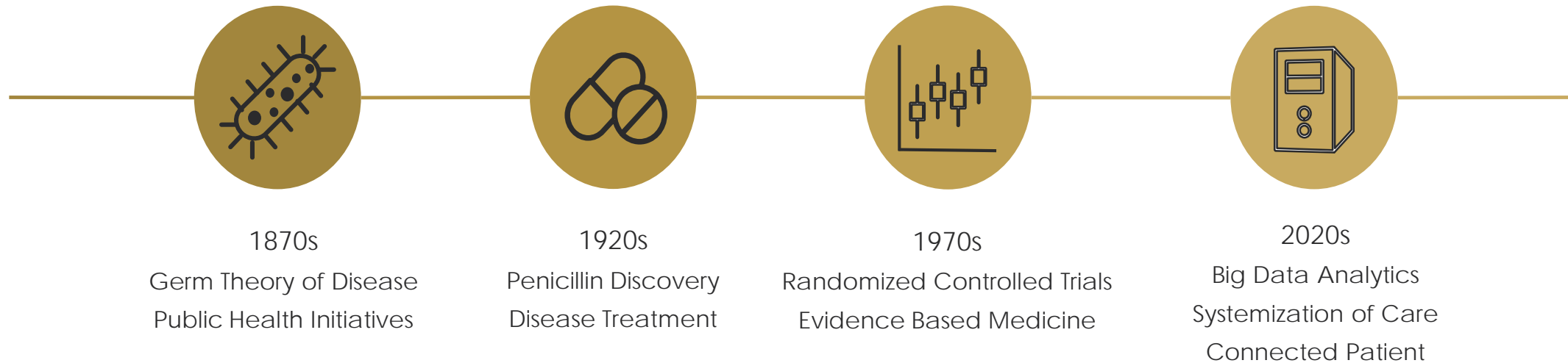


Meanwhile, persistent inefficiencies and rising costs slowly bankrupt the country

US Healthcare Expenditures as % of GDP



Healthcare is entering a new, promising era



THE LAST MILE



“Patients and caregivers now expect rapid and personalized communication, to be an active participant in their care, and to be able to manage and access this information and their care team anytime and anywhere. Patients are now consumers, and they have high demands. Providers need to include patients and caregivers as part of the care team and engage with them through communication channels they use in their daily lives.” Ted Quinn

Connecting Campus Hospitals, CU Anschutz Researchers, & Industry Players to Develop Next Gen Healthcare Solutions

uchealth

CARE Innovation Center Recognized
as a Top Innovation Program,
2017

BECKER'S —————
HOSPITAL REVIEW



Children's Hospital Colorado

Top 20 Children's Hospitals in
Innovation and Technology by
Parents, 2018



500+

Companies applied for access to our
innovation centers at AMC since 2017

National Deal Flow

500+

Number of clinical validation and co-development opportunities
with innovation centers at the hospitals

uchealth

and



DRIVEN BY EXTERNAL PARTNERSHIPS



LICENSING & STARTUPS

LAUNCH



COMMUNITY
RESOURCES



LICENSING
& STARTUPS



CLINICAL VALIDATION



PRODUCT DEVELOPMENT



TRANSLATIONAL FUNDING



EDUCATIONAL OPPORTUNITIES



Title



COMMUNITY RESOURCES

LAUNCH

COMMUNITY
RESOURCES

LICENSING & STARTUPS

CLINICAL VALIDATION

PRODUCT DEVELOPMENT

TRANSLATIONAL FUNDING

EDUCATIONAL OPPORTUNITIES



Partnering with Global Networks



LAUNCH

LAUNCH

COMMUNITY
RESOURCES

LICENSING
& STARTUPS

CLINICAL VALIDATION

PRODUCT DEVELOPMENT

TRANSLATIONAL FUNDING

EDUCATIONAL OPPORTUNITIES



Successful Internal CU Anschutz Innovations

The total follow-on funding raised by these companies amounts to over \$6.2B

Medical Devices / Diagnostics

Nationally Ranked #1 in
Ophthalmology Innovation



Acquired by Alcon
for undisclosed sum



Acquired by OSI for
\$650M



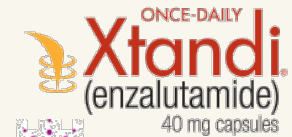
CE Marked in EU
Clinical Trial in US

Biotech / Pharmaceuticals

Top 10 Drug Discovery University



SHINGRIX
HERPES ZOSTER VACCINE (NON-LIVE
RECOMBINANT, AS01, ADJUVANTED)



Acquired by Gilead for \$2.5B



Acquired by Alexion for \$465M



Reverse Merger IPO at \$287M



Acquired by Merck for \$1.1B

Thank you!



Innovations

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Learn more: [Innovations.ucdenver.edu](https://innovations.ucdenver.edu)

Follow us on Twitter: @CUInnovations

Phone: (303) 724-3720

Email: cuinnovations@ucdenver.edu

Extra Slides



amazon NOVARTIS Apple VT Virtual Therapeutics caremerge

Google Medtronic PHILIPS

SAMSUNG RxREvU

cohero health LeanTaaS

Microsoft fitbit

nucleushealth CareDox

appliedVR

Technology

Need providers to test, improve, validate, and adopt/buy solutions

Health Systems
Control Access
to Point of Care

BlueCross. BlueShield. Humana.

aetna athenahealth

UnitedHealthcare

Cigna

oscar

Payers

Need providers to deliver care and explore new cost reduction models

Health
Systems



Control over
providers, patients,
and clinical data

uchealth



Children's Hospital Colorado

Improved Outcomes

School of Medicine Faculty Senate Minutes

January 8, 2019

President Raben reviewed the topics from the December meeting. Abbey Lara had presented the results of the recent Faculty Climate Survey. The next planned survey will be in 2020. There was discussion about anonymity and the 40% response rate. Tanya Kelly-Bowry presented a Legislative report and reviewed current trends, current issues, and the Healthcare Committee. President Raben expressed his condolences at the passing of Maureen Garrity, who was a long-time faculty member and Associate Dean in the School of Medicine. There will be a memorial service for Dr. Garrity on February 20th in the Krugman Conference Hall.

The minutes from the December meeting were unanimously approved.

Dean's Reilly provided an update on current recruitments. Dr. Leslie Berg has accepted the position as the new chair of the Department of Immunology and Microbiology. Dr. Berg is from the University of Massachusetts. The search for the new chair of Biochemistry and Molecular Genetics is in the midst of reviewing candidates. The search for Jane Schumaker's position is in its 1st round of interviews, with eight candidates coming this week. The search committee will narrow the field after that. With regard to DHHA, Chris Thurstone was selected as the DOS for Psychiatry and Behavioral Health. There is an open search for the DOS of Ob/Gyn to replace Chris Carey, who will be retiring in March. CHCO has hired an external consultant to lead their Child Health Research Strategy. There will be five working groups. A working report is scheduled to come in 2-3 months. UHealth will be opening its Highlands Ranch Hospital on May 7th, which is a delay of two months. Groundbreaking for the new Anschutz Health Sciences Building will be January 30, and construction will get underway right away after that.

QUESTION: What is the status of the search for the Vice Chancellor for Research? ANSWER: The job description has been written, and it was thought that it had been posted by now. Chancellor Elliman is running the search. The search was delayed by discussions regarding the dis-aggregation of the two campuses, and how much responsibility the Vice Chancellor for Research would have for downtown. It was thought that it would be posted soon. Terri Carrothers added that the search committee met yesterday, and the goal is to complete the search by summer.

QUESTION: Is the current federal government shutdown having any impact on us? ANSWER: Dean Reilly stated that the Center for Medicare and Medicaid Services are still functioning. We are getting paid for that care. Claims processing issues have improved markedly, so accounts receivable is coming down to normal levels. Some things are tangentially related to legal challenges to the Affordable Care Act. Congress was going to weigh in on some cases, and there is a request for a moratorium on that because the lawyers that were working on that can't work because of the shutdown.

Terri Carrothers, Executive Vice Chancellor for Administration and Finance and CFO of the University of Colorado Anschutz Medical Campus, provided a campus update. With regard to Light Rail, shuttles to and from the Light Rail stop are running through campus, which started in 2017. There is now a 3-way partnership with the University, UHealth, and CHCO. VAMC is not a part of that partnership at this time. With regard to the financial status, we started with a federal grant which was supposed to last 3 years, but it is covering a lot of the costs and will last through 12/31/19. Ridership is now pretty consistently around mid-7,000 per month, with 400-500 riders a day. We can see where people are

getting on and off the shuttle. When things get built out in the FRA, there will be ways to cut through that area. Riders can track the buses real time with an App. With regard to safety, there are four cameras on the shuttles so we can see what is going on, and drivers can get police at any time. We are still looking at weekends, which we may eliminate to save dollars.

With regard to the Red Carpet Club in AO1, it will be built to accommodate at least 250 faculty who do not have clinical offices. We decided to create space for them to relax, meet with people. There will be soft seating, large windows, TVs, snacks, showers, different amenities. One area will be for Physical Medicine & Rehabilitation home offices. They will be the pioneers. There will be a reception desk and concierge, sleep pods, and lockers. Faculty can check out individual rooms. It can be used for impromptu meeting spaces. It will be open for occupancy in summer 2019. A broad representation of faculty will be using it.

With regard to the new Anschutz Health Sciences Building, it will be attached to RC2 with a bridge. The construction will start this month, with occupancy in August 2021. The occupants will include the School of Medicine plus other areas, including School of Public Health, CCTSI, CAPE, ACCORDS, D2V, and Behavioral Health. There will be a restaurant and meeting rooms. On the 2nd floor, there will be convention-center-type rooms. One room will be 5000 square feet, which will be the biggest on campus. The Data Center will also be located there. It will be an efficient building, hopefully LEAD Gold Certified. It will be completed in Summer 2021. The Vivarium is being shelved for now because of issues related to the vivarium.

Neil Krauss, Director of Initiatives and Outreach in the Chancellor's Office, discussed some Chancellor's initiatives. With regard to student mental health, there has been a marked increase in the number of student visits to Student Mental Health over the last few years, with an increase in suicide ideation. We have heard from students that are having more difficulty in coping with challenges, and many faculty are saying students are having difficulty in managing day-to-day challenges. Students are getting care on campus, but are having problems getting access to care, not understanding where to go to get the right kind of care. A working group was convened, and the charge was to improve efficiency, with a one-stop website for students to know where to go to get help. There is also a need to improve faculty awareness on how to respond to issues. A multi-pronged approach will be used. Student Mental Health agreed to combine and improve management. Some students are uncomfortable going to the student quad, so the services will be kept in the Health and Wellness building and the Fitzsimons Building. A new location for a combined clinic will be in the new building. Students can go to the "You@CUAnschutz" website to gauge how they are doing relative to others, answer questions, and get feedback. An expansion of the existing program will be called Mental Health First Aid. We will hire trainers to train faculty and students to prepare other faculty on how to be aware when a student comes to you in crisis, which will be modeled after a peer health coaching program that was developed at UCLA. We will be adding a number of clinicians and staff, including a part-time eating disorder dietician and a substance abuse counselor. A new intake coordinator will be hired for the Student Mental Health Clinic. Right now, all the clinicians are doing the intake, which takes time away from care. A new Student Wellness Navigator will be added in Education 2 Building for students to get guidance, after which they may be referred to the Intake Coordinator. An existing staff member will be elevated to the Director of Student Wellness. The new plan has been preliminarily approved by the deans, and the proposal needs to be taken to the Board of Regents for approval.

QUESTION: What are the credentials of the Director of Student Wellness? ANSWER: The individual is currently the Student Wellness Coordinator and worked in the Pentagon for Generals in the wellness area.

QUESTION: How does this proposal fit in with student resilience? ANSWER: The SOM has its own resilience program that is complementary to this. This is more of a campus-wide approach.

QUESTION: Concerning the rise in suicidal ideation, will there be any resources or efforts to understand why that is happening?

ANSWER: We have brought in a consultant to help with that. After the Holmes incident, they made recommendations on how to get better. They shared what's been happening nationwide. What they are seeing is that undergraduate campuses have a much more hands-on approach, with day-to-day feedback. Academic Medical Campuses are not doing that as much. Our students are so focused on studying, and they are not getting out and interacting, but are interacting in labs and classrooms. Peer coaching is an opportunity to help students help fellow students, without providing care or clinical guidance. One thought is that the millennial generation spend so much time on social media, they are not interacting with each other. When it comes to interacting on issues with high stakes, they have a hard time dealing with how to get through a particular problem. The Student Services Office hired a student community director to build community, to develop programming to interact with each other across schools.

QUESTION: A lot of this change coincides with a decrease in medical students coming to school. We have lost contact of those who don't come to school. How will you contact these kids? They may not know about the services. Is there a baseline intake, so you know if they have other issues?

ANSWER: Dr. Zimmer commented that that is a national problem, and there are people looking at it earlier. We have heard the cry that we need more resources. There may be some risk factors that bleed over. As far as baseline metrics, based on the intake when they start, the numbers are increasing that suggest that students come into medical school with higher rates of mental health issues than other academic areas. We are redesigning the curriculum, and one reason is to address faculty and learner engagement. Will require students to come to class more often.

Mr. Kraus added that the new portal will enable someone to raise a red flag. There will be follow-up, and if we are not able to get to a student, we will follow-up with the School and get a hold of the student. There will be multiple avenues to get to that point.

Mr. Kraus then provided an update on the Compositive Primary, a new private school of 3-year-olds to fifth grade. The tuition is \$100 a month. It will be located north of Montview, north of Biosciences 3. It is heavily subsidized by the Considine family. Enrollment preference will be given to children of faculty, staff, and students of CU Anschutz, CHCO, UCHHealth, and VAMC. There are currently 50 slots. We are building the building now, and it will be expanded in the future. If you know anyone interested, contact www.compositiveprimary.org.

A middle and high school is being built adjacent to campus called Aurora Science & Technology. It will focus on life sciences. Aurora passed a bond issue years ago to build a portion of the school, but we needed to raise additional money. The school will be a mechanism to connect faculty to volunteer with teachers and work with students. They will begin with 6th graders, then expand to a full middle school.

It is not a boarding school, but will be available to students in Aurora. Students of faculty and staff from campus are welcome to enroll. There will be lots of opportunities for collaboration. Peter Sherman, the Director of the School, was in attendance.

CU Science Discovery is another initiative which is run out of Boulder and is managed by Meredith Tennis. It will be expanded for Aurora kids. Right now they have a high school program with medical student experience, and a biomedical research boot camp. They will be expanding the camp to include middle schoolers and provide scholarships for Aurora students to go to camp. In June, both the high school and middle school camp will be held. There will be 20 students per camp, and it will last 4 weeks. There will be 160 kids in attendance over the summer. Chancellor Elliman devoted \$40,000 to subsidize Aurora kids for this initiative.

QUESTION: Where do we draw the line with what kind of issues we advocate for with officials and which ones we don't, e.g., the federal government policy regarding separating families, and the current immigration system?

Dean Reilly commented that there are some hard rules, and some areas of discretion. The rules are, as employees of the State of Colorado, you are not allowed, in your role as an employee, to use resources associated with your official role to take a stance on anything that appears on a ballot. You can advocate as a private citizen, but not in your official professional role as an employee of the State of Colorado. Outside of that, with regard to societal important issues, there is a fair amount of discretion. There are some issues of unanimity on campus. If a group wants to express an opinion, they can do that, but they must recognize that that is not the view of the whole campus. One role in these debates is to provide as much factual basis to make decisions. As long as the issue is not on a ballot, and as long as you recognize that what you advocate for might not be what others advocate for, you can do that.

The meeting adjourned at 5:30 p.m.

Respectfully submitted by,

Cheryl Welch, Director of Faculty Affairs.

Faculty Senate Minutes

March 19, 2019

Minutes from February meeting were unanimously approved. President Raben then provided an overview of the last Faculty Senate meeting.

Dean's Update: Construction has begun on the new Anschutz Health Sciences Building. There were reports in the first two weeks of exhaust fumes in RC2. This was mitigated by an exhaust system and other processes. The search for the next chair of BMG has a finalist coming the first week in April, and they may be able to wind up that recruitment fairly soon. The search for Jane Schumaker's replacement may be wrapping up soon, with the preferred finalist in next week, and we will hopefully conclude that search as well. This past Friday was Match Day, and all but two found out where they will be training next year, and the residency programs found out who their interns will be. All resident positions were filled. All but two medical students matched into programs. The Admissions Office finished the interview process and acceptances for the class of 2023. A second look day for accepted applicants will be in the next month when they have to pick one. We will have a better sense after that day. Last month, the Board of University of Colorado Health System approved the inpatient tower, and prep work will begin over the summer, with serious construction in the fall. They must do re-engineering of the Emergency Department. Children's Hospital in the Springs will open the third week of May, and Highlands Ranch Hospital will open at the end of the first week of May.

QUESTION: Is there an update on the DHHA patient referral patterns? ANSWER: Leadership at DHHA has an agreement with St. Joes for Radiation Oncology referrals. The rationale is apparently that they attempted to refer a patient who our faculty saw for therapy because the patient was an undocumented immigrant without health insurance. They supposedly could not access services at University Hospital. St. Joe's has agreed to treat that category of patients, no questions asked, so they are moving Radiation Oncology referrals to St. Joes. Also, there is a neurosciences partnership with St. Joes. It may involve some of their neurosurgeons providing clinical services at St. Joe's.

Michelle Martinez, Director of Strategic Benefits Initiatives, provided an update on employee benefits. Open enrollment this year will be passive. Almost all options default to current options if no action is taken. However, you must re-enroll in spending accounts. Open enrollment will begin April 22 and will end May 10. There will not be a lot of changes, just a few minor changes. Paid parental leave was rolled out July 1, 2018, which allows for 4 weeks of paid leave for new parents. It was driven by faculty council and staff council groups. Each campus has their own way of administering that policy. Look on your campus to find direction on that policy. Information is also available on the Employee Services website. On the AMC/UCDenver campuses, 326 employees have utilized the program so far; it is very popular. You can now use paid parental leave during the 29-day waiting period, but once you receive your disability benefit, it will offset any leave you are receiving. The benefits office will walk employees through this. There is some careful coordination that needs to go on.

Employees who need guidance and assistance when in any crisis can contact the Real HELP HOTline. Examples of assistance provided include divorce, financial crisis, or if a child is being bullied. A lot of employees don't know the difference between a psychiatrist and a psychologist. They often call the number on the back of the insurance card, and may not get the help they need. The crisis counselor's that are available on the hotline are aware of our health plans and will direct you to what you need. If

you don't use our health insurance, they will direct you to whatever resource is appropriate. They will walk you through the appropriate steps and help you to access that care until you get to that care. Michelle has used it, and the guidance was amazing. You do not have to be a member of our health plans to utilize the program.

Biometric screenings are available through April 17. You can go to the website and sign up. If you are a CU health plan member and you see a CU Medicine physician, it will connect you with a primary care physician. Along with parental leave benefits, Employee Services implemented an app called OVIA. It provides info on fertility, pregnancy and parenting. The OVIA app is helpful as folks progress through fertility questions, pregnancy, raising children. There is also a program available called MOVE. We are not using it as much as we should. If you enroll and move 30 minutes a day for 12 days in a month, you receive \$25 per month. There are also several weight management classes and courses, including Naturally Slim. There will be a new program rolling out for 10 weeks for CU Health Plan members. It teaches you when and how to eat. We also offer Zipongo, another app that helps you with purchasing food, recipes, which is available at no cost. We also have Armada, which targets the population at risk for diabetes and has proven to be successful for employees.

With respect to retirement plans, including 401A and 403B retirement plans, with the help of the faculty councils, we conducted a survey. We wanted to see what they were using, what they understood. What was key is that there's not enough education about retirement plans and investing. The goals this year were focusing on educational series for employees. Employees will come to Employee Services, and they will receive one-on-one counseling. Employee Services also rolled out Healthy, Wealthy and Wise. Employee Services will get a group together, any time of day, and provide educational series and talks, which is also for PERA participants. There are talks about what the health plans offer. These opportunities are a direct result of the faculty survey. They will continue to look at the survey and provide more information, as well as provide the survey results. Employees want a ROTH option, so that is a goal this year, with an implementation goal of 1/1/2020.

QUESTION: Does re-enrollment in HSA occur every year? ANSWER: No, you can move around any time. Open enrollment is a good time to do that, but you don't have to re-enroll. The limits do change every year though.

QUESTION: Is paid parental leave applicable to both mothers and fathers? ANSWER: Yes, and there are a lot of males taking the leave.

QUESTION: Are costs per plans pretty stable? ANSWER: They are running quite well. We haven't had much of an increase. We do anticipate good news again, but don't know the rates yet. This week they will be looking at all the data, and they will get that out as soon as possible.

QUESTION: Is all of this info on the employee benefits website? ANSWER: Yes, the employee services website.

Liz Kissick, Vice President for Payor Relations and Network Development, summarized the new contract management operation. It is a combination of a tool, people and process. The new process is for professional services contracts and agreements, not research or education. The end-to-end process includes drafting and executing the contract, bill collection, and distributing the reimbursement for those contracts. The scope of work has grown significantly in the last 3 years, which is due to the

excellence of our faculty and their engagement with industry. Annual revenue from these contracts is \$300 million. Clinical practice income is \$0.7 billion. The volume of these contracts is 2,400 annually. To manage that size, we invested in a team, which involved integrating staff and implementing a new tool. Contract Logics is the new tool, which is a publically created company. We are requesting design changes. While we are having the technology developed, we are focusing on team and process. We have an automated workflow. All contracts are routed inside the system in an automated fashion. The system won't manage billing and collecting. Now, we will have a repository of all agreements and we will integrate with DocuSign. By having a repository and automated workflow, will be able to track where contracts go. Egynte is the temporary solution while the permanent technology is being developed. It is a file sharing system. All departments have folders, and they do have visibility and tracking on all contracts. We need departments to onboard these agreements inside CU Medicine.

QUESTION: In your experience, over the last 24 months, what percent are rejected by the standard clauses? ANSWER: My guess is that the percentage accepting our template is 25-30%. We are starting to see higher percentage of acceptance. We are trying to get master agreements in place as well.

QUESTION: How can we fix our templates to facilitate less work for them? ANSWER: We did do work around master agreements with entities like DHHA. Getting that with pharma is harder. Pharma has different divisions that want their own paper. Even with a master agreement, educating pharma that there was a master is difficult. That may not happen this year. We are having problems where contracts are fully finalized and then the third party doesn't sign and return. Billing will be outside of the new system.

Process expectations – there is improvement, but we are not all the way done. We have been capturing data. There are 30-50 new agreements per week, 10% marked as urgent, some with less than 24 hours' notice. The current turnaround is a mean of 29 days and a median of 21 days. Other entities' turnaround has been, at the shortest, 30 days.

Training – there has been extensive training within departments. Over 190 staff attended, and the information was well disseminated. We offered a quick reference guide.

Focus on streamlining – there are lots of opportunities to explore optimizing processes.

Adequate lead time is 4 weeks. We need all materials in advance, and we need everyone to be responsive to questions.

QUESTION: What is the expected date for the new system? ANSWER: There isn't a date yet, but we are working on some development related to dept and division structures, which is causing the most challenges. We are looking for "August-ish," but that date is not quotable.

Dean Reilly added – while we are sympathetic to timelines, there is no way that 15% are urgent. People need to realize that the more people abuse the urgent system, the more it gums up the works. We need to be reasonable - 95% faculty are reasonable.

QUESTION: One issue is contracting with research advisory boards with European companies. Sometimes they don't send invoice checks; they provide direct deposit. Is that an option?

ANSWER: We are more than willing to give CU Medicine banking info for a wire transfer. Do not give them your own banking info. If it is not in the contract and they ask for it, we give it. We will give it automatically if it is in the contract.

Dean Reilly added – we are going to crosswalk contracts with COI and with Propublica data. If you have a contract through a corporate entity, you will appear in public databases.

QUESTION: What about taxes? Why is it important to come through CU Medicine? ANSWER: It's your MPA that mandates that the contract come through CU Medicine.

Dr. Lowenstein added – when you run the income through CU Medicine, you don't have to deal with 1099s. The taxes are a wash with the fees. There is then no issue with a 1099, indemnity, retirement contributions. Those are the pluses.

The meeting adjourned at 5:30 p.m.

Respectfully submitted,

Cheryl Welch for Faculty Senate Secretary

Faculty Senate Meeting

May 21, 2019

Minutes from the previous meeting were approved.

Update of March meeting by President Raben.

Dean's Updates – The search for Jane Schumaker's successor is nearing completion, with the finalist completing negotiations. The BMG chair search is also nearing completion, and we are negotiating with the finalist, and it should be done soon. The DOM chair search committee is being assembled this week. Dr. Santoro has agreed to be chair of that search committee. They will be getting to work soon. The DHHA team announced that they topped out the outpatient clinic building downtown, and it is scheduled to open in 2020. Chris Gessner is getting settled in as president and CEO of UCHHealth Hospital. He is busy getting the Highlands Ranch Hospital opened, and he will be coming to see us soon.

Sharon Grant, Organizational Change Project Manager, provided an update on the new website and email address changes. We are doing this because we have a unique story to tell, and it will help us tell what we do. We will have our own suite of branding to stand out as our own organization. Branding that is going on will dovetail.

The email addresses are now transitioning, which started with OIT on April 30; consolidated units are just about done. We are transitioning about 500 people per night. 4,600 have been transitioned so far. In the SOM, students are going first. Units will begin on June 20. Resources available include a project page and a support page. Questions can be answered on these pages. An FAQ page is also available. Affiliates will have to forward to their cuanschutz.edu email, as they did with ucdenver.edu email. The transition will occur from June – August for the SOM. Reach out to the service desk or email Sharon if you don't see your name. You will need to shut down your computer the day before you go live. There are several other things to update, including phone and personal devices. Update Concur and Tripit. Update signature on your email. Spread the word on changing your signature. Reach out to SOM at <https://medschool.zendesk.com> with questions or problems, phone 303-724-0100. Once your email changes, you will be able to log into all systems. After migrated, your ucdenver.edu email address will be forwarded to you.

Question: Do we need to back up anything? Answer: Everything will be forwarded.

OIT Contacts: Sharon.Grant@cuanschutz.edu and eric.Campagna@ucdenver.edu.

There are a couple dedicated staff in OIT to help during the day.

Website migration: 20,000 pages will be moving to Sitefinity. It will be a manual process. The current website is going away next summer. This is an opportunity to get brand aligned. As we move over to Sitefinity, the domain will change to cuanschutz.edu. This is also an opportunity to update the website. There's a lot of older content, narrow things down and move into a new system. Our team can help move the site, or move it for depts. Contact Kristen Owens if you want help moving website. It takes about 3 months of duration to move a site. We recommend getting started earlier to get things modernized. OIT maintains a portal that you can go to get status. Contacts: Michael.g.Miller@ucdenver.edu or Kristen.Owens@ucdenver.edu.

Question: Is there guidance for the style changes that the school is going for? Answer: Yes, there is branding associated with the website. There are some limitations. If you decide to do it on your own, you will be sent through training on Sitefinity. May want to partner with OIT. They want the website to be consistent. CUAnschutz.edu is up now. The SOM primary site and the Dept of Psychiatry have moved. The Police Dept has moved as well.

Question: Are we officially called CU Anschutz? Answer: We are the University of Colorado Anschutz Medical Campus. Question: Why is there the extra medical campus attached to it? Answer: The brand manager can come to a meeting in the future to answer questions. Use CU Anschutz as the shorter version. Use the full name if writing content, but you can use CU Anschutz. There is a brand website that will be sent to everyone. Question: For grants, will there be a legal name? Answer: For grants, stay with UCDenver.edu. From a pre-award standpoint, you are not going to see too much change. It's really if you have state grants, you may need to use the different name. Question: Doesn't that hurt the brand? Answer: We are still accredited with UCDenver, so that's why from a federal standpoint will stay the same.

Kathleen Raskob and Steven Lowenstein provided an update on the Gold Humanism Honor Society. The society was established in 1988, with 162 medical schools, and 17 countries. Our chapter started in 2006. The mission is to recognize individuals who are exemplars of compassionate patient care and community service and who serve as role models, mentors and leaders in medicine. This year, we received recognition as a distinguished chapter. The resident chapter is now 5 years old, and Austin Butterfield is the advisor of the resident chapter. Dr. Raskob has helped lead our chapter this year.

A list of items that have been completed throughout the year is available from the attached slides. Peers are elected for one year.

White Coat Ceremony – we give first year medical students their short white coat, which is a symbol of becoming part of this profession. We induct students into GHHA honor society during this ceremony.

Love Rounds – during Solidarity Week in February, 4th year GHHS students get together and create valentines to give to patients. It is an opportunity to interact in a clinical setting, but in a way to get to know them. It has expanded to the Colorado Springs Memorial Hospital.

Holiday Caroling at Children's Hospital in December.

What Worries You Most? Patients added comments to blank sheets of paper with that phrase on top. These were displayed at the Fulginetti Pavilion, and they were published in the December 2017 Journal of Medical Humanities.

Letters to a Third Year Student – these are given at the student clinical ceremony before they start rotations. These were published with the Arts and Humanities Program.

Gratitude Journals – these were distributed at the clinicians' ceremony, and will in the future be given at the White Coat Ceremony.

Sages: Stories from our Elders – this was done in conjunction with the Geriatric Interest Group. They interviewed older adult patients at the clinic and gathered stories and were published in a book.

Dean Reilly congratulated the Gold Humanism Society for its Award, which was given to one of only four chapters. He encouraged everyone to attend the graduation ceremonies next week.

The meeting concluded at 5:30 p.m.

Respectfully submitted for the Faculty Senate Secretary by Cheryl Welch, Director, Faculty Affairs

University of Colorado School of Medicine
Faculty Senate Meeting
October 9, 2018

Minutes

- I. Minutes from the September 11, 2018, meeting were approved.

II. **Dean's Comments**

- A. Mark Couch provided Dean's Comments in Dean Reilly's absence. The search for the Chair of Orthopedics is in its final stages, and an offer has been made for the chair position. Immunology and Microbiology is interviewing its finalists, and the search for the Director of the Anschutz Health and Wellness Center currently has four finalists. A committee has been formed to begin the search for the Biochemistry & Molecular Genetics chair, and the search for the Director of AHEC has begun with several candidates being reviewed. The search for the Sr. Associate Dean for Academic Affairs/Executive Director of CU Medicine has begun.

With regard to affiliate updates, a strategic planning process for child health research has begun, and a survey was sent to all School of Medicine faculty. A consultant will help with envisioning the future and will facilitate recommendations in the first quarter of next year. The Children's Hospital Colorado held their annual gala, and \$2.4 million was raised. DHHA has broken ground on a new Outpatient Medical Center, which is scheduled to open in 2020. The University of Colorado Health is in the process of planning a third tower.

III. **Discussion Items**

- A. **Faculty Senate President - David Raben**
President Raben provided an overview of last month's meeting, which included a discussion on Fair Campaign Practices Act, and an update on the Curriculum Steering Committee. President Raben also provided information about the agenda of the last Faculty Assembly meeting, which included faculty compensation for tenure and non-tenure track faculty, the presidential search, the new Crisis Line, and a discussion about adding civics into requirements for admission or graduation. President Raben also discussed briefly the email that was sent out by Liz Concordian regarding the article in the Denver Post that discussed the number of hospital beds available in the state.
- B. **Privilege and Tenure Committee (P&T) – Sandy Martin**
Dr. Martin, who is a member of the Privilege and Tenure Committee, provided information about the P&T Committee, which independently investigates, mediates, and conducts formal/informal hearings of grievance cases. The results of the investigations are then submitted to the Chancellor or President, depending on the nature of the grievances. The P&T provides a due-process vehicle for faculty members. Dr. Martin indicated that there is a desperate need for at least 2 members now, and 2 more members coming up soon based on members that will be leaving the committee soon. The time commitment is sporadic: sometimes there is no work, sometimes there is a lot of work. Contact Sandy Martin at sandy.martin@ucdenver.edu or 303-724-3467 if you have any questions about the committee or are interested in serving on the

committee. Information about the committee can also be found at:
<https://www.cu.edu/privilege-an-tenure-committee>.

C. Curriculum Reform Committee Update – Shanta Zimmer

Dr. Zimmer provided an update on the Curriculum Reform Committee, which was formed to help update the current medical school curriculum. The committee has 11 subcommittees and a Steering Committee, as well as engaging consultants from other SOMs. In addition to the 11 subcommittees, there is a subcommittee titled Students of Curriculum Reform (SOCR) which is engaged with the project, even though they won't be around when the new curriculum is rolled out. The subcommittees are charged with reviewing literature, finding best practices, interviewing innovative school examples, and formulating a CUSOM blue sky approach. Executive summaries and full reports are expected, along with recommendations. On June 28th, a Summary Retreat was held with committee updates and a survey.

Dr. Zimmer outlined the general framework of the new curriculum, which is modeled after a "trek" in the mountains, including areas such as Foothills, Front Range, Back Country, and Summit. The curriculum will be redistributed into 3 phases, Basic I – Pre-Clerkship (Foothills); Basic II – Clerkship (Front Range); Advanced – Post-Clerkship (Backcountry to the Summit). It is hoped that the new curriculum will allow flexibility with the calendar. The curriculum will provide a Health and Society component which will teach students how to interact with the health system. There will be an overlapping of the old and new curriculum for a period of time, with both the old and new curriculums being taught at the same time. There will be nearly 1000 faculty members that touch students in the first two years. The Advanced Integration of Sciences will require faculty to teach the students that have had 2 years of medical school. Students that take "selectives" will be organized in tracks, and advanced cases will be presented. There will be time for lectures and introducing cutting-edge science. "Just in time" learning will be better. A senator asked the question: Any suggestion for getting more buy-in from students for flipped classrooms? Answer: There will need to be a change in culture. When you put students together to answer questions, behavior changes. Faculty should be okay not to cover everything, but learn some concepts really well. Question from senator: Will 4th year students be changed? Answer: They are not going to change, and there will be plenty of time to individualize.

Next steps: pilots will begin in 2018-19 and 2019-20. Implementation teams will be organized, and there will be an evaluation of the pilots. Ways to get involved: See the last slide of the presentation (attached) for individuals that can be contacted for different areas.

The meeting adjourned at 5:30 p.m.

Respectfully submitted,

Cheryl Welch
for Secretary of Faculty Senate

University of Colorado School of Medicine
Faculty Senate Meeting
September 11, 2018

Minutes

- I. Minutes from the June, 2018, meeting were approved.

II. **Dean's Comments**

- A. Affiliate Updates – CHCO is developing a research strategic plan for Child Health with a consulting firm, and they will be putting together groups and committees to work on the project. DHHA has a number of leadership searches going on, including Director of Service positions for Psychiatry, Radiology, and Orthopedics. There will be faculty representatives on each of the searches. CHCO will be utilizing the Encore platform so the entire campus will be on the same clinical trial management system. DHHA will also be added to the platform on a later date. VAMC has now relocated to the Anschutz Medical Campus, and UCH is making plans for two new buildings, one of which will be a third tower. The new University building to the west of RC2 is scheduled to break ground in January 2019, and will be done close to two years after that. It will be 390,000 square feet and will be the new home of CAPE, behavioral health programs, the Center for Personalized Medicine, and CCTSI. There will be 45,000 square feet of office space and a conference center. It is unknown at this time who will occupy the space. Part of the recent Anschutz foundation gift will be put towards the new building.

III. **Discussion Items**

- A. Faculty Senator Introduction – President David Raben
President Raben provided an introduction to faculty senators, including information about the main topics from the last Faculty Senate meeting in June. He also introduced leadership from the School of Medicine, as well as the new faculty officers for this year. He then provided basic information about the Faculty Senate, including representation from departments and information about senator terms, which are 2 years. Meetings are held from September to June on the second Tuesday of each month from 4:30-5:30 p.m. in AO1 7th Floor Conference Room. The duties of senators include attending senate meetings, participating in discussions, and communicating information back to departments. He emphasized that communication is two-way and that staying connected is key. President Raben then provided information about the search for a new president of CU, which had been circulated to faculty, staff and students recently. He then provided information about where to find resources for senators, which are available on the Faculty Affairs website at <http://medschool.ucdenver.edu/faculty>.
- B. Campaigning Rules – Steve Zweck-Bronner
Steve Zweck-Bronner, Sr. Managing Associate Counsel, provided information to the senators about campaigning rules. The Fair Campaign Practices Act (FCPA) applies to matters that are before the voters. One important aspect of the Act is that State resources cannot be used to advocate for candidates or issues. However, state employees can participate in campaign activities on their own time, but they should make sure that those activities are separate from their employment and that no

University resources are used, e.g., mass emails about your views from your University email or listservs. One reason this is important to remember is because people may think that your views are the views of the University. Wearing buttons is okay, but be judicious and use good common sense. President Raben asked what faculty and staff should and shouldn't do, and Mr. Zweck-Bronner said that while the FCPA only deals with elections, it is not a good idea to spend a lot of time sending out info via email. If you feel that there are important issues, it's okay to get out there and participate, but make sure you do it after hours and use private email. Dr. Lowenstein added that University resources include forwarding emails, as well as your time. You are required to take annual leave to participate in campaigning activities, including local, state and national elections. Working on a bill in front of the legislature is different, however. Also, the Act encourages others to report illegal acts to the Secretary of State. Dean Reilly added that if you are going to engage in campaigning activities, don't do it on University grounds. Mr. Couch added that since you are public employees, you are subject to open records requests. They could ask for your calendar or emails that are targeted towards campaign activities. Also be careful about social media as sometimes things are not very civil on those platforms. The question was asked whether an open records request would only apply to CU Denver email and calendars? The answer is yes, except if you are doing CU work on a private account. President Raben added that when in doubt, contact either Mark Couch, Steve Lowenstein, or Steve Zweck-Bronner.

- C. Curriculum Steering Committee Update – Stu Linas, Chair, Curriculum Steering Committee, provided an update on the Curriculum Steering Committee (CSC). There is an updated charge for the CSC, which is responsible for the oversight, design, implementation, integration, evaluation, review and revision of the medical school curriculum. The charge includes overseeing the medical education program, guiding content and formats, establishing evaluation procedures, reviewing and amending educational policies and recommending procedures to assure that suggested curriculum changes are implemented. The CSC utilizes several sources of internal and external data to modify and improve the curriculum. Key changes that will be made to the curriculum include a new cumulative final exam for Phases 1 and 2, changed grading to pass/fail in Phases 1 and 2, with no honors available in Phases 1 and 2. The reason that there will not be honors any longer is that based on a national survey of 50 medical schools, we were one of the few schools that still had honors. There was also additional time approved between end of Phase 2 and NBME exam. There were also approved recommendations of the Healthcare Disparities Task Force and changed criteria for awarding Honors and High Pass in Phase 3. Additionally, the criteria for ranking students for MSPE letter for internship was changed, with more emphasis now on Phase 3. The White Book was also updated, and the timing of 4th year electives was changed to accommodate students who are not on track. The CSC will continue to focus on enhancing the curriculum map and integrating content across the four years, review the Colorado Springs Branch Longitudinal Integrated Clerkship. Curriculum revision plans will be reviewed and operationalized. Dr. Zimmer thanked Dr. Linas for this important work, keeping an eye on students while they are going through revision of this process. It's important to LCME that there be a separation between the committee and herself.

She added that there is an opportunity for engagement and involvement in the curriculum reform process. Dean Reilly added that he advocates for the NBME exam timing, that we need to band together with other medical schools to focus on learning rather than just focusing on pass/fail. Dr. Linas added that as we are going through the process of reform, we will need input from mainline faculty. If there is any way that you can become engaged, contact Dr. Linas or Dr. Zimmer.

President Raben asked if there was any other business to consider, and one senator commented that it is a problem that the Faculty Senate meets at the same time as the Dean's Distinguished Seminar.

The meeting adjourned at 5:20 p.m.

Respectfully submitted,

Cheryl Welch
for Secretary of Faculty Senate

Faculty Senate

Welcome to a New Year

David Raben, M.D.

Faculty Senate President



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Today's Agenda

- I. **Welcome** – Faculty Senate President David Raben
- II. **Approval of Minutes from June, 2018, meeting** – *[Attachment 1]*
- III. **Dean's Comments**
 - Status of searches and affiliations
- IV. **Presentations and Discussion Items**
 1. **Faculty Senator Introduction**
David Raben, Faculty Senate President
 2. **Campaigning Rules**
Steve Zweck-Bronner, Senior Managing Associate Counsel
 3. **Curriculum Steering Committee Update**
Stuart Linas, Chair, Curriculum Steering Committee



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Welcome to the jungle!



Leadership

Dean of the School of Medicine

- John J. Reilly, MD



Associate Dean for Faculty Affairs

- Steven Lowenstein, MD, MPH



Director, Faculty Affairs

- Cheryl Welch



School of Medicine

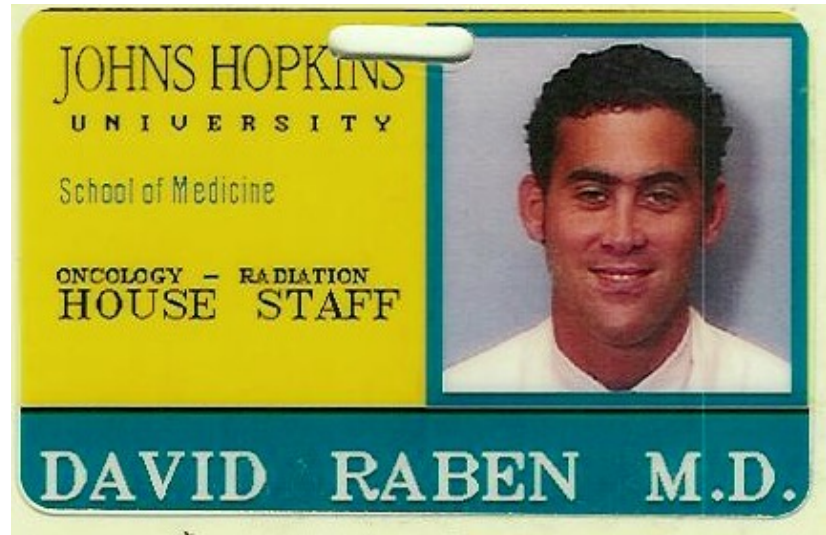
UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Faculty Officers 2018-19

President

David Raben, M.D, FASTRO

- Professor
- Department of Radiation Oncology



Past President

- Kathleen Torkko, Ph.D., MSPH
- Departments of Pathology and Biostatistics and Bioinformatics (SoPH)



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Faculty Officers 2018-19

President-Elect:

Nicole Draper, M.D.

Clinical Associate

Professor and Associate

Medical Director,

Transfusion Services



Secretary

Christopher Kleck, M.D.

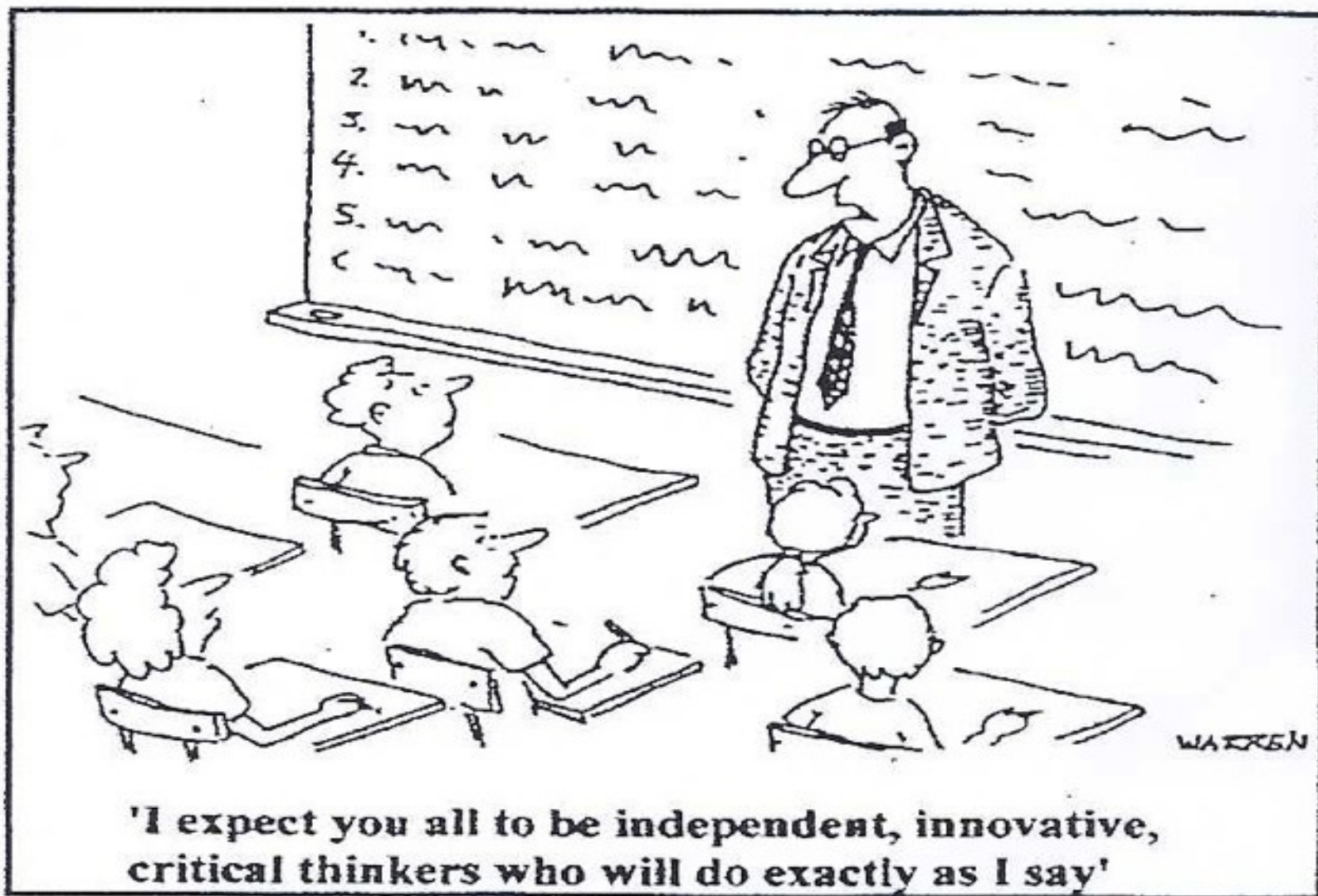
Assistant Professor

Department of Orthopedics



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Senators – the basics

- Department Representation
 - Each department in the SOM is represented by ***at least one elected Senator***
- Term duration is 2 years
- Meetings
 - September – June
 - Second Tuesday of the month 4:30 – 5:30 pm
 - AO1 7th floor conference room



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Duties of Senators

- Attend Faculty Senate Meetings
- Participation in discussions
- Communication
 - Relay pertinent information to your department
 - Communication is two-way
 - Staying connected is key



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Duties of the Faculty Senate President?

- Convey information from the faculty senate to the SOM Executive comm that meets on a monthly basis
- Assist in coordinating the agenda from each monthly faculty senate meeting
- Facilitate discussion and dialogue among the faculty senate as well as connect us to additional schools on the campus including the Faculty Assembly AMC
- Be an advocate for the faculty!



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Search for New President of CU

- Later this month, the Board of Regents will initiate a national search for the next president of the University of Colorado to succeed President Bruce Benson when he retires in July.
- The goal is to complete the search in mid- to late spring, with the intention of having the new president start in July.
- Under the regent policy for the presidential search, the composition of the search committee is:
 - A dean of a school, college, or library
 - **Four faculty members who are members of the Faculty Senate, one representing each campus**
 - One student
 - One staff member
 - Two alumni/ae
 - Four community members

<https://www.cu.edu/presidential-search>

kathy.nesbitt@cu.edu



FOUR CAMPUSES UNITED
ALL FOUR:ONE

Resources

Executive Committee and Faculty Senate minutes are available on the web at:
<http://medschool.ucdenver.edu/faculty> at the Executive Committee and Faculty Senate links.

Please contact Cheryl Welch at 303-724-5356 or Cheryl.welch@ucdenver.edu if you have any questions.

Meeting Schedule for 2018/2019:

September 11, 2018
October 9, 2018
November 13, 2018
December 11, 2018
January 8, 2019
February 12, 2019
March 12, 2019
April 9, 2019
May 14, 2019
June 11, 2019



The screenshot shows the official website of the University of Colorado School of Medicine Faculty Senate. The header includes the school's logo and name, along with navigation links for 'CONTACT US', 'FACULTY DEVELOPMENT', 'RULES AND POLICIES', 'PROFESSIONALISM', and 'FACULTY TEACHING RESOURCES'. A search bar is located in the top right corner. The main content area is titled 'Faculty Senate School of Medicine' and features a 'Quick Links' sidebar with a list of links: FAQs, Industry Talk Approval Form, Faculty Series Information, SOM Rules, Faculty Handbook, Departments, Faculty Housing Assistance Program, and Contact Us. The main text area provides information about the Faculty Senate's role, its composition of elected representatives, and the election process for its members.

Quick Links

- ▶ FAQs
- ▶ Industry Talk Approval Form
- ▶ Faculty Series Information
- ▶ SOM Rules
- ▶ Faculty Handbook
- ▶ Departments
- ▶ Faculty Housing Assistance Program
- ▶ Contact Us

Faculty Senate
School of Medicine

Information | **Schedule/Agendas** | **Minutes** | **Committees**

The Faculty Senate consists of elected representatives from each department of the School. The Faculty Senate reviews and recommends changes to the Rules of the SOM and takes the lead in decisions concerning faculty evaluation procedures, the medical curriculum, research programs, professionalism and other academic matters.

Members of the Faculty Senate are elected by the departments and serve two-year terms. Each department of the School of Medicine elects one member for every thirty faculty members holding the rank of Instructor or above, with each department entitled to at least one member. All members of the Executive Faculty at all affiliated institutions are eligible for election.



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Faculty Senate

School of Medicine

[Information](#)[Schedule/Agendas](#)[Minutes](#)[Committees](#)

Faculty Senate Standing Committee

- Committee on Admissions
- Curriculum Steering Committee
- Student Promotions Committee
- Student Life Steering Committee
- Student Research Committee
- Graduate Medical Education Committee
- Continuing Medical Education Committee
- Dean's Advisory Committee
- (Faculty Promotions Committee (FPC
- Rules and Governance Committee
- Committee on Clinical Appointments and Promotions
- Council on Diversity



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS