

SCHOOL OF MEDICINE EXECUTIVE COMMITTEE
TUESDAY, JANUARY 19, 2021
10:00 AM
VIA ZOOM TELECONFERENCE

Members and guests in attendance noted below.

MEMBERS:

John J. Reilly, Jr., MD, Dean, School of Medicine and Chair;

Venu Akuthota, MD; Jamie Arruda, MD; Leslie Berg, PhD; Gregory Bosci, MD; Evalina Burger, MD; Julie Cooper, PhD; Stephen Daniels, MD, PhD; Frank deGruy, MD; Gerald Dodd, MD; Nicole Draper, MD; Neill Epperson, MD; Herman Jenkins, MD; Brian Kavanagh, MD, MPH; Kevin Lillehei, MD; Wendy Macklin, PhD; Naresh Mandava, MD; David Norris, MD; Angie Ribera, PhD; Nanette Santoro, MD; Connie Savor Price, MD; David Schwartz, MD; Ron Sokol, MD; Ann Thor, MD; Andrew Thorburn, DPhil; Vesna Todorovic, MD, PhD, MBA; Ken Tyler, MD; Richard Zane, MD

GUESTS:

Scott Arthur; Philip Asamoah, MD; Thomas Beresford, MD; Suzanne Brandenburg, MD; Peter Buttrick, MD; Thomas Campbell, MD; Karen Chacko, MD; Jessica Cordova; Mark Couch; Mark Dell'Acqua, PhD; Jeffrey Druck, MD; Ellen Elias, MD; Anne Fuhlbrigge, MD, MS; Carolyn Goble; Michael Harris-Love, PT, MPT, DSc; Allison Kempe, MD; Liz Kissick; Allison Krebs; Sarah Miller; Chanthy Na; Steven Lowenstein, MD, MPH; Clifford L. Parmley, MD; David Pollock, PhD; John Repine, MD; Marian Rewers, MD, PhD; Suzann Ruedeman; Carol Rumack, MD; Brian T. Smith; Christopher Smith; Jeffrey SooHoo, MD; Lori Sussel, PhD; Cheryl Welch; Duncan Wilcox, MD; Shanta Zimmer, MD

I. GREETINGS

II. APPROVAL OF MINUTES

The December 15, 2020, meeting minutes were adopted unanimously as presented.

III. DEAN'S UPDATES

Three new Democratic members were elected to the University of Colorado Board of Regents in the November 2020 election. The Board of Regents is now comprised of five Democrats and four Republicans.

New members of the Colorado State Legislature met last week for the opening session of 2021. No new legislation will occur until after the next meeting which is scheduled for mid-February.

Dr. Reilly thanked the university's hospital partners for their vaccination efforts. Medical students, physician assistant students, physical therapy students, and anesthesiology assistant students all received invitations to get their vaccines. As of January 19, UCHealth has vaccinated around 55,000 people. Last week, UCHealth partnered with the Salud Family Health Centers to vaccinate close to 500 people in the Aurora community.

For additional updates, Dr. Reilly directed attendees to the meeting materials.

IV. DISCUSSION ITEMS

A. Graduate School Updates: *Dr. Reilly and Peter Buttrick, MD, Senior Associate Dean for Academic Affairs (see attached slides for additional information)*

Various faculty and research leaders have requested to increase the number of graduate students on the Anschutz campus. Over the past few years there has been substantial growth in the number of research faculty and research portfolio in the School of Medicine. In the basic science departments, the number of research faculty has grown from 230-280 in the past five years. However the number of graduate students has not changed.

The biomedical research programs, specifically the 13 PhD programs on the Anschutz campus, do not have much in common with the graduate programs on the downtown Denver campus. Currently, graduate school program directors report to the dean of the graduate school and not to department chairs in the School of Medicine. Graduate programs are multidisciplinary and include faculty from multiple departments. There are roughly 50 graduate students per year entering the programs. The School of Medicine picks up the stipends for the students before the students go on to work with research mentors on training grants and pursue other research projects. If the program were to increase to 75 students per year, that would add around \$1.3 million/year to the School of Medicine expense.

The graduate school's current structure has 13 separate programs, 12 of which have specific topical themes. One is an umbrella program in which students enter the graduate school and then pick a specific program or lab to join after the first year. Many research faculty participate in more than one program. A little more than half of programs have T-32 training grants. It is difficult to determine the number of slots for students those programs are awarded each year. Each program has a director and administrative support. There are program-specific activities as well as shared services around interviews, and student progress tracking. The programs currently use Gaia, a shared database application, to track student progress.

A programmatic review led by David Engelke, PhD, Dean of the Graduate School, and Leslie Berg, PhD, chair of the department of Immunology and Microbiology, led to various conclusions about the graduate school programs going forward. For one, control of the biomedical PhD

programs should return to the School of Medicine in order to make those programs better connected to other departments. Dr. Zimmer and the HR department will be posting a job description for a new associate dean of graduate studies that will report to Dr. Zimmer, senior associate dean for Education in the School of Medicine.

As part of the restructuring, there will also be a critical review of all graduate programs. The program director report has been variable in recent years. All programs with T-32 grants go through a competitive renewal process. There is a need for a better way for tracking outcomes of trainees who are supported by NIH training grants. A new central database will be created as a better way for trainees to track data and renew T-32 grants. The school will also be increasing the number of graduate students per year and will eventually get to 75 students over the next few years. Stipends will also be increased for PGY1 students to around \$34,000/year per student.

Dr. Berg and her working group gave recommendations for characteristics and performance metrics by which the school should evaluate programs. At Dr. Reilly's request, Dr. Buttrick put together a small committee of research oriented faculty to review materials. The committee has reviewed submissions from all 13 programs and will be providing Dr. Reilly with recommendations for how to move forward. The committee will address the distribution of trainees across the PhD programs as the number of graduate student slots increases from 50-75 per year. There was also recommendation for a potential consolidation of several of the graduate programs.

Wendy Macklin, PhD, chair, Department of Cell and Developmental Biology, asked about the timing of the consolidation of programs. Dr. Reilly said that decisions should be made in the couple of weeks and final numbers will be confirmed before the end of January in terms of how many funded slots will be available for each program.

David Schwartz, MD, chair, Department of Medicine, addressed concerns of funding graduate students after the first year and suggested there should be a strategic approach to looking at the T-32 grants that are in clinical departments. Clinical departments with T-32 grants could work with graduate training programs to add graduate students to help fund those students during their research years. Dr. Reilly said there are a total of 30 T-32 grants in the School of Medicine. Many of the grants have the same data reporting requirements and competitive renewals, which is why the committee is trying to create a shared database that all the programs can use to monitor the renewal process.

Ron Sokol, MD, director, Colorado Clinical and Translational Sciences Institute (CCTSI), asked if the reorganization of the graduate school programs on the Anschutz campus will impact the graduate programs on the downtown Denver campus. Dr. Reilly has met with Denver Chancellor Michelle Marks and outlined the plans for restructuring the programs. Engelke and Roderick Nairn, PhD, Provost and Executive Vice Chancellor for Student Affairs, are also supportive of restructuring the programs. However, how the restructuring on the Anschutz campus will impact the downtown Denver campus is yet unknown.

B. CU Medicine Branding: *Brian T. Smith, Senior Associate Dean for Administration and Finance, and Executive Director, CU Medicine; and Elizabeth Kissick, Vice President and Chief Business Development Officer, CU Medicine (see attached slides for additional information)*

Ms. Kissick discussed the launch of the new CU Medicine campaign. The campaign is focused on leveraging the brand that was launched three years ago to represent the corporate entity related to the clinical practice. The majority of the advertisements will focus on outdoor space (billboards) and radio ads. CU Medicine billboards will be displayed across the Denver metro, and CU Medicine also contracted with RTD to have four trains that are fully wrapped with the CU Medicine branding. Advertisements will also be on five local radio stations, Pandora, and support messages on NPR. The brand will also be pushed through UCHHealth's My Health Connection patient portal to send messages to patients seen in the last two years. Emails will be sent to referring providers from the last two years to ensure those providers are aware of the CU Medicine name change (formerly UPI). The campaign will also be pushed through social media on Instagram and Facebook.

CU Medicine also launched its new website. CU Medicine banners will be placed throughout free standing clinics to enforce the idea that CU Medicine is a broad specialty practice to patients and their families. Folders and flyers with the CU Medicine branding will be provided to patients and will be posted on the CU Medicine intranet. Lab coats with the CU Medicine logo were distributed to over 800 faculty and scrubs will be available to clinic staff as well. In the next couple of months, CU Medicine will have an online store for CU Medicine branded athletic wear and other accessories.

C. Faculty Senate Updates: *Jaime Arruda, MD, Associate Professor of Clinical Practice, Department of Obstetrics and Gynecology; Director of Robotic Surgery; Assistant Program Director of Minimally Invasive Gynecologic Surgery (MIGS); and Faculty Senate President*

The December 2020 meeting started with the Dean's update. Dr. Reilly discussed the COVID vaccine rollout plan and the state's three-tiered system for vaccinations. The faculty senate requested a follow up presentation from Dr. Richard Zane, chair of Emergency Medicine, and representatives from Children's Hospital and the VA to provide further information on the vaccine. The School has searches underway for chairs of departments of Physiology and Biophysics, Family Medicine, Pharmacology, and Medicine. A letter was sent to the Colorado Medical Board on behalf of the faculty senate supporting the continuation of CPHP as an important service to the medical community. Most faculty senators feel strongly for the need for physician level care as well as protected health information and mental health care for physicians. The senate plans to draft another letter supporting vaccines for all patients. Shanta Zimmer, MD, Senior Associate Dean for Education and Associate Dean for Diversity and Inclusion, gave a presentation on curriculum reform updates for the School of Medicine. Dr. Zimmer plans to give an update on diversity and inclusion at the January 2021 faculty senate meeting.

D. Affiliate updates from VA and Denver Health

Veterans Affairs Eastern Colorado Healthcare System: *Clifford “Lee” Parmley, MD, Chief of Staff*, reported on leadership changes at the VA. Sean Deveau, Chief of Organizational Development and Education was appointed the Associate Director for Patient Care Services (Chief Nursing Officer). Dr. Genet D’Arcy will continue in the leadership role in Education. Dr. Jay MacGregor is the new (second) Deputy Chief of Staff. Denis McDonough is the VA Secretary nominee of the Biden administration.

Denver Health and Hospital Authority: *Connie Savor Price, MD, Chief Medical Officer*, reported on the vaccination efforts at Denver Health. Clinics are being used to administer the Moderna vaccine and the main campus will administer the Pfizer vaccine to the tiers 1A and 1B priority groups. Fredric Pieracci, MD is chairing the search for the director of service for Anesthesiology. The search committee also includes two faculty representatives from the Department of Anesthesiology. Eric Lavonas, MD is chairing the search for the director of Inpatient Pediatrics.

EXECUTIVE SESSION

I. APPROVAL ITEMS

- A.** Senior Clinical Promotions were unanimously approved.
- B.** Faculty Promotions committee actions were unanimously approved.
- C.** Professor Emeritus appointments were unanimously approved.