



## EXECUTIVE COMMITTEE MINUTES

Tuesday, June 18, 2024

10:00 AM

Hybrid Meeting

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### ATTENDANCE

#### MEMBERS:

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

Venu Akuthota, MD; Yuri Agrawal, MD, MPH; Maryam Asgari, MD, MPH; Leslie Berg, PhD; Evalina Burger-Van der Walt, MD; Vineet Chopra, MD, MSc; Julie Cooper, PhD; Stephen Daniels, MD, PhD, MPH; Heide Ford, PhD; Casey Greene, PhD; Vesna Jevtovic-Todorovic, MD, PhD, MBA; Ihab Kamel, MD, PhD; Brian Kavanagh, MD; Kevin Lillehei, MD; Wendy Macklin, PhD; Myra Muramoto, MD, MPH; John Sampson, MD, PhD, MBA; Nanette Santoro, MD; Richard Schulick, MD, MBA; Ann Thor, MD; Ken Tyler, MD; Richard Zane, MD

#### GUESTS:

JD Ainsworth; Lucinda (Cindy) Allen, MS; Patricia Balodis; Stephanie Baker, MS; Suzanne Brandenburg, MD; Gary Brown, MA, MBA, CMPE; Peter Buttrick, MD; Michael Cahill, MS; Thomas Campbell, MD; Karen Chacko, MD; Geoff Connors, MD; Mark Couch; James Darby; Katie Dean; Stephanie Farmer, MHA; Lauren Ford; Shelly Fortner; Anne Fuhlbrigge, MD, MS; Michael Harris-Love, PT, MPT, DSc; Jimmy Loftin, MBA; Steven Lowenstein, MD, MPH; Bryan Lublin, MD; Wendy Macklin, PhD; Venus Mann; Becky McGowan, MBA; John Moore; Liz Muscatello; Chanthy Na; Abraham Nussbaum, MD; Olawunmi (Wunmi) Ogunwo, JD; Beth Otis; Jason Owens; Miriam Post, MD; Judy Regensteiner, PhD; Marian Rewers, MD, PhD; Carol Rumack, MD; Nathan Schoppa, PhD; Deanna Schroder; Liz Seelenfreund; Sunita Sharma, MD; Brian T. Smith, MHA; Ron Sokol, MD; Alexander (AJ) Stein, MBA; Christie Ward; Cheryl Welch, MPA; Shanta Zimmer, MD

### APPROVAL OF MINUTES

The May 21, 2024, meeting minutes were unanimously approved.

### DEAN'S UPDATES

- 2024 is the first year of cooperative combined physical therapy program with remote learning and in-person sessions in collaboration with the University of Colorado - Colorado Springs. The inaugural class has 35 students.

### DISCUSSION ITEMS

#### Department of Labor Overtime Rule Updates

Olawunmi Ogunwo, JD, PHR, Director, Human Resources  
See attached slides.

- U.S. Department of Labor has issued new Fair Labor Standards Act overtime exempt minimum salary thresholds. Current threshold is \$35,568. Starting July 1, the threshold will be \$43,888 and on January 1, 2025 the threshold will be \$58,656,
- Checking emails on the weekends is considered overtime for overtime-eligible employees. It is suggested to tell non-exempt employees not to check emails on weekends or evenings. Vineet Chopra, MD, MSc, Chair of Medicine, asked if externally funded employees have been notified and will be able to adjust accordingly. Wunmi will notify anyone who oversees externally funded employees.

### **Promotion Taskforce Recommendations**

Steven Lowenstein, MD, MPH, Associate Dean, Faculty Affairs  
See attached slides.

- The Task Force recommends SOM-level dossier reviews (for appointments & promotions) will increase to 10 months/year and that faculty approved for promotion will receive immediate notification. Another recommendation is to remove the word “Regular” that has been associated with the “Tenured and Tenure-Track” faculty appointments and promotions. OFA also recommends using a working title (for example, “Adjunct”) for Clinical Faculty. One of the main suggestions from the Task Force is to pursue a change to SOM policies and Campus Policy 1049A to enable faculty to request an indefinite waiver of the time clock for promotion to Associate Professor. Comprehensive Dossier Content preparation is also being updated to streamline the application process.

### **Faculty Senate Updates**

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

- Elizabeth Kudron, MD, MPH, FAAP, Assistant Professor of Biomedical Informatics, is the President–elect of the Faculty Senate.
- Jill Alldredge, MD, Assistant Professor of Obstetrics and Gynecology, is the newly selected Secretary of the Faculty Senate.

### **Affiliate Updates from VA and Denver Health**

Bryan Lublin MD, MPH; Assistant Professor, VA

- During the winter, the Office of Inspector General (OIG) visited the VA. Reports from that visit are expected to come out at the end of July.
- Sterilization issues in operating rooms are ongoing and cases are still being cancelled.
- Hiring is still slow throughout the region. However, 80-90 positions were moved from tentative to regular job offers in the last few weeks. The VA is hoping to work with the department chairs at the University Hospital to help recommend individuals to fill those positions.

Abraham Nussbaum, MD; Chief Education Officer, Denver Health and Hospital Authority

- CLER visit is upcoming in July.
- Initiative to add .34% to Denver city sales tax to provide additional funding will be on the ballot this fall.

## **EXECUTIVE SESSION**

### **APPROVAL ITEMS**

- A. The full-time faculty appointments and promotions were unanimously approved.
- B. The emeriti appointments (3) were unanimously approved.



# SOMMER Update

# Department of Labor Overtime Rule Updates



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# Department of Labor Overtime Rule Update

- U.S. Department of Labor ([DOL](#)) has issued new FLSA (Fair Labor Standards Act) overtime exempt minimum salary thresholds:
  - Current threshold: \$35,568
  - July 1, 2024 threshold: \$43,888
  - January 1, 2025 threshold: \$58,656
  - Starting July 1, 2027 threshold will be updated every 3 years based on wage data
- Employees earning less than the new threshold will need to be reclassified as non-exempt (overtime eligible) or their salaries increased to the threshold rate
- The Minimum Salary Threshold is **not** prorated for part-time employees



# Financial Forecast of Increasing Salaries

July 1, 2024 - \$43,888

Job Title	Count of EEMPLID	Sum of Amount to increase in July
ACADEMIC SERVICES PROGRAM MGR	2	\$5,356.67
ACADEMIC SERVICES SENIOR PROF	1	\$3,782.27
BUSINESS SERVICES PRGM DIR	1	\$2,767.50
BUSINESS SERVICES PRINCIPAL PR	1	\$2,688.00
BUSINESS SERVICES PROFESSIONAL	1	\$290.16
BUSINESS SERVICES SENIOR PROF	2	\$2,801.00
HEALTH CARE PROFESSIONAL	1	\$1,479.48
RESEARCH SERVICES ENTRY PROF	23	\$559,229.44
RESEARCH SERVICES MANAGER	1	\$1,660.38
RESEARCH SERVICES PRINCIPAL PR	5	\$18,030.06
RESEARCH SERVICES PROFESSIONAL	8	\$65,023.58
RESEARCH SERVICES SENIOR PROF	9	\$71,799.67
<b>Grand Total</b>	<b>55</b>	<b>\$734,908.22</b>

January 1, 2025 - \$58,656

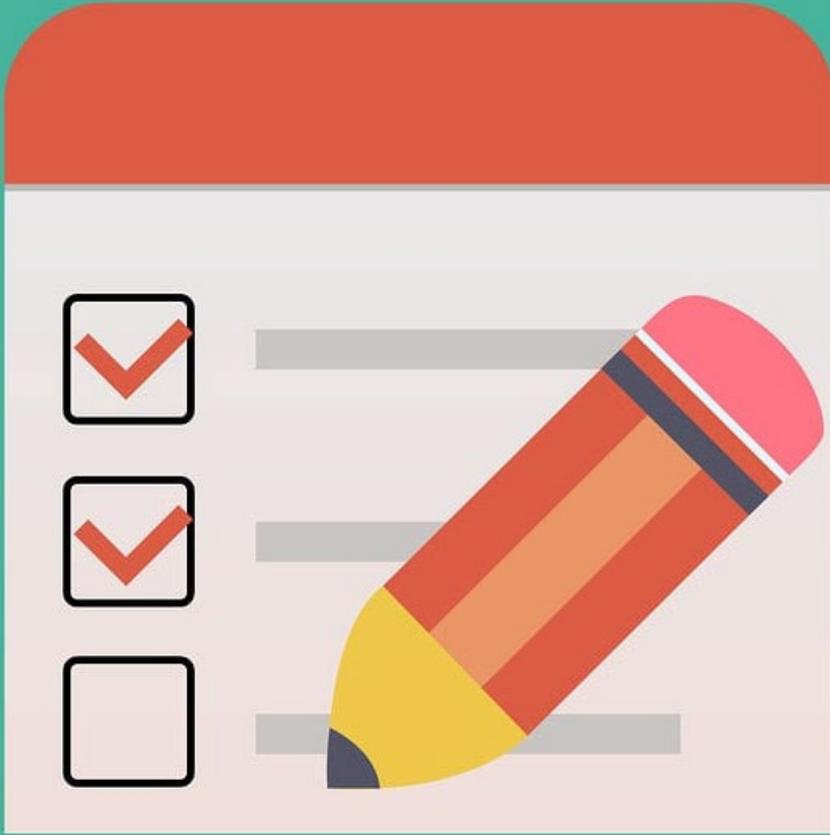
Job Title	Count of EEMPLID	Sum of Amount to increase in January
ACADEMIC SERVICES ENTRY PROF	7	\$52,294.70
ACADEMIC SERVICES PRINCIPAL PR	1	\$4,272.00
ACADEMIC SERVICES PROFESSIONAL	18	\$81,732.20
ACADEMIC SERVICES PROGRAM MGR	2	\$34,892.67
ACADEMIC SERVICES SENIOR PROF	14	\$44,265.13
ADMIN ASSISTANT III	1	\$6,184.03
BUSINESS SERVICES ENTRY PROF	5	\$19,365.72
BUSINESS SERVICES MANAGER	1	\$7,421.25
BUSINESS SERVICES PRGM DIR	1	\$17,535.50
BUSINESS SERVICES PRINCIPAL PR	1	\$17,456.00
BUSINESS SERVICES PROFESSIONAL	7	\$20,560.65
BUSINESS SERVICES PROGRAM MGR	2	\$27,969.02
BUSINESS SERVICES SENIOR PROF	3	\$42,693.00
COMMUNICATION PRGM DIR	1	\$9,000.84
COMMUNICATION PROFESSIONAL	3	\$15,517.80
FINANCE/ACCTG ENTRY PROF	2	\$20,562.00
FINANCE/ACCTG PROFESSIONAL	3	\$7,223.12
FINANCE/ACCTG SENIOR PROF	1	\$64.65
HEALTH CARE ENTRY PROFESSIONAL	10	\$5,262.51
HEALTH CARE PROFESSIONAL	3	\$43,701.24
HEALTH CARE PROGRAM MGR	1	\$6,840.77
HR ENTRY PROFESSIONAL	3	\$19,401.27
HR PROFESSIONAL	4	\$6,345.04
IT ENTRY PROFESSIONAL	1	\$5,611.00
IT PRINCIPAL PROF	1	\$810.78
IT PROFESSIONAL	1	\$2,958.58
RESEARCH SERVICES ENTRY PROF	373	\$4,490,562.99
RESEARCH SERVICES MANAGER	1	\$16,428.38
RESEARCH SERVICES PRGM MGR	3	\$35,124.26
RESEARCH SERVICES PRINCIPAL PR	11	\$143,285.05
RESEARCH SERVICES PROFESSIONAL	347	\$1,891,618.87
RESEARCH SERVICES SENIOR PROF	85	\$463,894.94
<b>Grand Total</b>	<b>917</b>	<b>\$7,560,855.95</b>



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# SOM Implementation Strategy

- On July 1, 2024 any staff and post-doc employees whose salaries fall below \$43,888 will transition from exempt (not overtime-eligible) to non-exempt (overtime-eligible)
- SOM HR will develop and distribute time-keeping best practices & guidance for overtime eligible employees to impacted employees & to supervisors with employees that are impacted
- On January 1, 2025 (if the updates continue to survive legal challenges) any staff and post-doc employees whose salaries are at or below \$56,999 will transition from exempt (not overtime eligible) to non-exempt (overtime eligible)
  - SOM will raise the salary of employees whose salaries are between \$57,000 – \$58,999 up to \$59,000
- Similar strategies likely to be utilized for the 2027 updates and forward



# Financial Forecast of SOM Implementation Strategy

Job Title	Count of EMPLID	Sum of January Increase
ACADEMIC SERVICES PROFESSIONAL	3	\$3,331.35
ACADEMIC SERVICES SENIOR PROF	6	\$6,630.00
BUSINESS SERVICES ENTRY PROF	1	\$2,000.00
BUSINESS SERVICES PROFESSIONAL	7	\$5,774.49
FINANCE/ACCTG PROFESSIONAL	1	\$1,526.02
FINANCE/ACCTG SENIOR PROF	1	\$408.65
HEALTH CARE ENTRY PROFESSIONAL	10	\$6,830.01
HR PROFESSIONAL	4	\$2,546.20
IT PRINCIPAL PROF	1	\$1,154.78
RESEARCH SERVICES ENTRY PROF	3	\$5,679.00
RESEARCH SERVICES PROFESSIONAL	55	\$65,609.81
RESEARCH SERVICES SENIOR PROF	38	\$38,769.30
<b>Grand Total</b>	<b>130</b>	<b>\$140,259.60</b>

# Time Keeping Best Practices for Non-Exempt Team Members

## Do

- Use accurate timekeeping systems / processes
- Require employees to record all of their time worked
  - Including when they start & stop work each day
- Compensate employees for rest breaks & “non-productive time” (e.g., trainings, meetings, etc.)
- Ensure that employees & supervisors verify hours worked each month
- Provide over-time or compensatory time for any hours worked over 40 hours in a work week
  - Compensatory time over 240 hours must be paid out as overtime
- Inform employees that overtime should be pre-approved by a supervisor
- Utilize compensatory time in lieu of overtime, if it aligns with your unit’s business needs and operations

## Don't

- Don't permit employees to work “off-the-clock”
- Don't neglect recordkeeping responsibilities
  - Must maintain accurate timesheet records for at least 3 years
- Don't withhold overtime compensation for unapproved overtime
  - Potentially disciplinary action but still must be compensated
- Don't deduct time for lunches if employees conduct any work during this lunch break (e.g., lunch & learn or checking emails during lunch)
- Don't utilize compensatory time in lieu of overtime if you are unable to allow employees to take and use this time within a reasonable timeframe







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THANK YOU



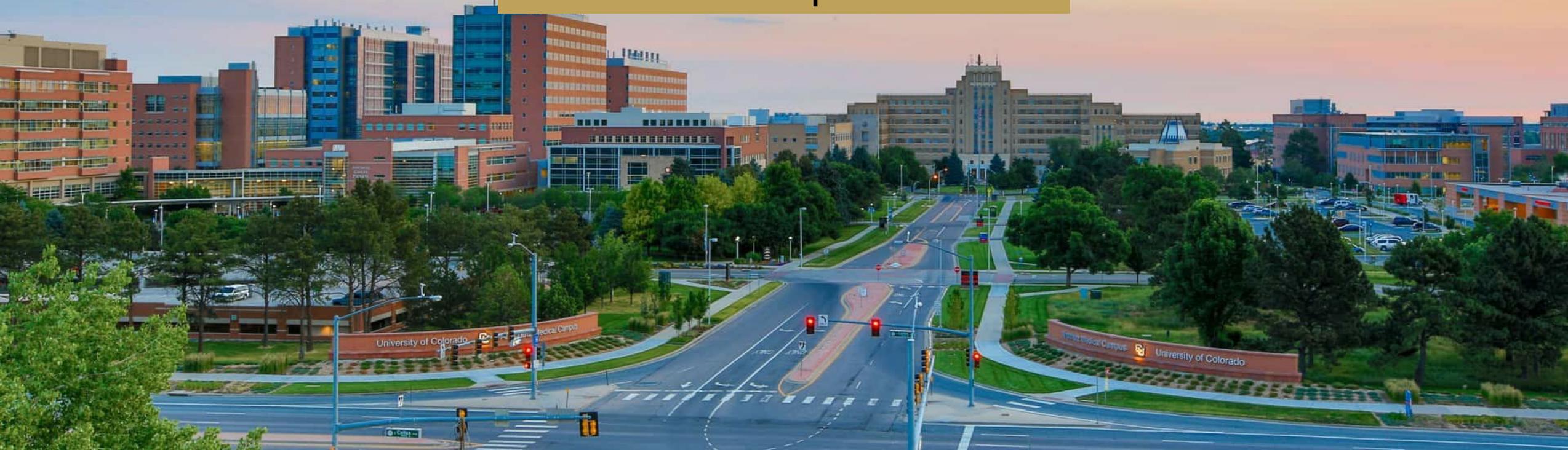
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## Promotions Task Force Recommendations

### OFE Responses



# Process for Approving Visiting Appointments

*Task Force members highlighted opportunities to streamline and accelerate this process, while adhering to CU APS 1022 requiring separate department and SOM reviews.*

## Recommendations

- Departments are encouraged to involve their DEC upon hiring of new faculty at Associate or Full Professor.
  - The promotion dossier can be assembled and submitted prior to faculty start date, if there is a signed letter of offer.
  - Letters of recommendation used at the time of hire may replace external referee letters. They must address candidate's qualifications for rank at appointment and (if applicable) tenure. Additional letters may be requested if needed.
- Dossiers for new hires will be reviewed by FPC as they are received (Sept-June).
- Additional collaboration (departments, OFA, EVC & VCAC) will be required.



# Coordinating or Combining Department- and SOM-Level Reviews

*Task Force members asked important questions about the feasibility of combining or connecting department-level and FPC-level reviews.*

- However, department-level and SOM-level reviews cannot be combined.
  - Per SOM and System Policies, appointments, promotions & tenure recommendations must be reviewed "at multiple levels" (department, SOM, and campus [for tenure]);
  - *APS 1022: The expertise of the primary unit is balanced by the broader perspective introduced at other levels of review.*

## Recommendations

- SOM-level dossier reviews (for appointments & promotions) will increase to 10 months/year
  - Submission deadline will remain 10/31, but earlier submissions will be encouraged to facilitate earlier reviews.
- Faculty approved for promotion will receive immediate notification.
  - Changes in rank & Table 1 salary increases will take effect the following July 1.



# Promotion Tracks and Titles

*Most faculty are currently promoted in tenure-eligible “Regular” series, but the name is problematic. Title modifiers are required for all other tracks, but this is unwieldy.*

## Recommendations

- SOM Rules change will be proposed to remove the word “Regular” that has been associated with “Tenured and Tenure-Track” faculty appointments and promotions.
  - We will explore options for renaming this series (track), including "Tenure-Track."
- For faculty in the Clinical Practice Series, the title modifier ("Professor of Clinical Practice") is required by CU Regent and System policies. Other options can be considered:
  - Use of the currently available “Clinical Teaching Track;” this would also require a title modifier (e.g. Associate Professor, Clinical Teaching Track).
  - Explore other options in collaboration with Campus faculty affairs leaders.



# The 3 Series: *By the numbers*

- Faculty Totals: 1,964 associate and full professors\*

Clinical Practice Series: 204 (10%)  
Research Professor Series: 42 (2%)

\*As of January 1, 2024



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# Nomenclature for Clinical (Volunteer) Faculty Titles

*Application of the word “clinical” to the Clinical Practice Series and a separate group of volunteer faculty (Clinical Faculty) creates confusion.*

## Recommendations

- OFA recommends using a working title (for example, “Adjunct”) for Clinical Faculty.
  - Awaiting approval by the CU System.



# Time Clock for Promotion to Associate Professor

Majority of faculty indicated a preference to remove the clock (44%) or had no opinion (39%).

- [ 2024 Faculty Survey]

Do you think it would be a good idea to remove the promotion “time clock” (the time limit that faculty can remain an assistant professor)?	Yes	No	No opinion or neutral
Total	44.3% (1324)	17.5% (522)	39.2% (1141)
Clinical Faculty	46.7% (1164)	13.9% (345)	39.4% (981)
Scientist Faculty	32.2% (160)	35.6% (177)	32.2% (160)

## Recommendations

- OFA will pursue a change to SOM policies and Campus Policy 1049A to enable faculty to request an indefinite waiver of the time clock
  - Waiver will require approval by the Chair, Dean (or designee), and Chancellor (or designee)
  - OFA will create a simple form that facilitates these approvals and record-keeping
- OFA will propose accompanying SOM policy to require ongoing mentorship, support and active career planning for faculty, with attention paid to salary implications and equity



# Comprehensive Dossier Contents – Immediate Actions

*There is the opportunity to update and streamline the application process and dossier preparation.*

## **Recommendations: Effective this cycle for July 1, 2025 promotions**

- The CV Abstract will be optional, except in applications for award of tenure
  - Required by the campus for their review
- Supplemental materials will be limited to information supporting areas of excellence, excepting teaching evaluations, which must be submitted by all faculty members for whom at least meritorious teaching is required
  - OFA will encourage a 25-page limit for supplemental materials, excluding teaching evaluations
  - Teaching evaluations will only include those at rank
- OFA will continue to educate departments and faculty about the most (and least) appropriate supplemental materials



# Comprehensive Dossier Contents – Future Actions

*There is the opportunity to update and streamline the application process and dossier preparation.*

## **Recommendations: Effective next cycle for July 1, 2026 promotions**

- The CV Abstract will only be accepted in applications for award of tenure
- A single cover letter will replace the current multiple narratives; it must address the candidate's areas of excellence, highlight the impact and scope of their accomplishments, and provide further details about activities not fully explained in the CV, key areas of growth since their last promotion, and describe unusual circumstances or non-traditional paths
  - The *Guide to Building a Dossier for Promotion and Tenure* will be modified to provide examples
  - There will be a suggested 3-5 page limit for the cover letter
- Reorganized and streamlined Promotion Matrices will be developed to reduce clerical burden



# Comprehensive Dossier Contents – Exploration

*There is the opportunity to update and streamline data acquisition to avoid duplication of work between promotions and annual reviews.*

## Recommendations

- OFA is exploring using Interfolio Faculty Activity Reporting (FAR) to capture and catalog work for both annual review and promotions processes in one place
  - Includes CV-generating software, such as is used at numerous external institutions
  - Year-round entry of activity is possible and encouraged
  - Automatic pulls of data from PubMed, grants, and teaching evaluations (UME & GME) would be included
  
- If successful, this would replace PRiSM





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