

Faculty Council
Meeting Specifics

Purpose	Cadence	Executive Sponsor
Regularly Scheduled	Third Tuesday of the Month	Acting Dean Griffith
Date	Time	Location
Tuesday, September 21, 2021	5:00-6:00 p.m.	Zoom

Committee Chair(s) and Members

Basic Science Members	Clinical Science Members
<input checked="" type="checkbox"/> Campbell, Kenneth	<input type="checkbox"/> Ballard, Hubert
<input checked="" type="checkbox"/> Clark, Claire	<input checked="" type="checkbox"/> Beck, Sandra
<input checked="" type="checkbox"/> Mellon, Isabel	<input checked="" type="checkbox"/> Bylund, Jason
<input checked="" type="checkbox"/> Nikolajczyk, Barbara	<input checked="" type="checkbox"/> Kapoor, Siddharth
<input checked="" type="checkbox"/> Spear, Brett (Chair)	<input checked="" type="checkbox"/> Meadows, Amy
	<input checked="" type="checkbox"/> Neltner, Janna
	<input checked="" type="checkbox"/> Toney, Dale

Standing Guests

<input type="checkbox"/> Allison, Roxie	<input type="checkbox"/> Harris, Kim	<input type="checkbox"/> Sanger, Matthew
<input type="checkbox"/> Dutch, Becky	<input type="checkbox"/> Pistilli, Judy	<input checked="" type="checkbox"/> Tannock, Lisa
<input type="checkbox"/> Greathouse, Lauren	<input checked="" type="checkbox"/> Rogers, Cassandra	<input type="checkbox"/> White, Stephanie
<input checked="" type="checkbox"/> Griffith, Chipper	<input checked="" type="checkbox"/> Ross, Shavonna	

Visitors

<input checked="" type="checkbox"/> Fragneto, Regina	<input checked="" type="checkbox"/> Ragsdale, John	<input type="checkbox"/>
<input checked="" type="checkbox"/> Jones, Davy	<input checked="" type="checkbox"/> Rowland, Michael	<input type="checkbox"/>

Agenda Item	Presenter/Facilitator
Call to Order	B. Spear
Declaration of Quorum	B. Spear
Approval of Minutes – Action <ul style="list-style-type: none"> August 17, 2021 – Regularly Scheduled Faculty Council Meeting¹ 	B. Spear
Endorse Course Change Proposals – Action <ul style="list-style-type: none"> SUR 870: Audiology² BSC 152: You, Me, Myself and I: Psychosocial Influences on Health³ BSC 251: The Enemy Within: Culture and Health Behavior³ BSC 301: Doctoring Undercover: Shadowing and the Culture of Medicine³ 	B. Spear
Chair-Elect Ballot	B. Spear
General Faculty Meeting Planning	B. Spear
Exit Interview Data	M. Rowland
Appointment, Promotion, and Tenure Committee Update	R. Fragneto
Next Meeting – October 19, 2021	B. Spear

¹Pre-read sent August 31, 2021

²Pre-read sent August 24, 2021

³Pre-read sent August 27, 2021

Minutes	
Topic	Discussion
Opening Remarks (B. Spear)	<ul style="list-style-type: none"> • Meeting called to order by B. Spear at 5:01 p.m. • Quorum declared at 5:01 p.m. (Eleven (of 12) members present.) • B. Spear noted that Faculty Council meetings will continue to be held by Zoom for the foreseeable future. • Meeting Minutes Approval <ul style="list-style-type: none"> ○ August 17, 2021 – Regularly scheduled Faculty Council meeting Moved by D. Toney and seconded by K. Campbell. No changes suggested. Minutes approved unanimously.
Endorse Course Change Proposals (B. Spear)	<ul style="list-style-type: none"> • SUR 870: Audiology • BSC 152: You, Me, Myself and I: Psychosocial Influences on Health • BSC 251: The Enemy Within: Culture and Health Behavior • BSC 301: Doctoring Undercover: Shadowing and the Culture of Medicine <ul style="list-style-type: none"> ○ Moved by D. Toney and seconded by K. Campbell. Proposals endorsed unanimously. <ul style="list-style-type: none"> ▪ Discussion: B. Spear asked if these courses can be taken by those at other campuses. J. Ragsdale shared that students from other campuses can take courses at the Lexington campus for Audiology but have to travel here to do so. C. Clark shared that the BSC courses are undergraduate courses. We had two faculty retire and two new faculty take over these courses. These were class name changes and revamping of the course overall which led to these course change proposals.
Chair-Elect Ballot (B. Spear)	<ul style="list-style-type: none"> • B. Spear announced three recommendations for the next Chair-Elect. All three faculty have agreed to serve, if elected. • Recommendations for the next Chair-Elect representing a clinical department <ul style="list-style-type: none"> ○ Jason Bylund, MD, Associate Professor – Urology ○ Siddharth Kapoor, MD, Associate Professor – Neurology ○ Dale Toney, MD, Associate Professor – Internal Medicine • The Faculty Council will select a Chair-Elect by a secret ballot in early October via a Qualtrics link in an email from the Assistant Executive Director • Chair-Elect results will be shared at the October 19 Faculty Council meeting
General Faculty Meeting Planning (B. Spear)	<ul style="list-style-type: none"> • B. Spear stated it is time to schedule the next General Faculty Meeting. • Last meeting was March 15, 2021, and topics discussed were: <ul style="list-style-type: none"> ○ Review Proposed Changes to the Rules of the Faculty ○ Faculty Support Initiatives ○ LCME Status Report Update ○ Faculty Compensation Models • Recommendation <ul style="list-style-type: none"> ○ Host next meeting between October 4 and December 10 ○ B. Spear shared the first or second week of November may be a good time to hold the meeting. S. Ross shared that the AAMC Annual Meeting is November 8-11, 2021, and we may want to avoid that week. ○ B. Spear said he would work with S. Ross to schedule the next General Faculty meeting the week before or the week after AAMC.

	<ul style="list-style-type: none"> • Topics to consider: <ul style="list-style-type: none"> ○ B. Spear mentioned that it would be good to have updates from S. White and B. Dutch ○ L. Tannock stated in chat that she could provide a department chair/center director search update. ○ L. Tannock shared that Internal Medicine has two finalists coming to campus and the schedule is forthcoming. ○ C. Griffith would like to have a State of the College in the Winter months. ○ C. Griffith would like to have updates from Associate Deans. ○ The date for the General Faculty meeting will be confirmed before the next Faculty Council meeting.
<p>Exit Interview Data (M. Rowland)</p>	<ul style="list-style-type: none"> • B. Spear welcomed M. Rowland to discuss Faculty Exit Interviews. • M. Rowland shared that three faculty left in the past and later returned so it is important that faculty leave with a good rapport with the University of Kentucky College of Medicine. • M. Rowland shared that exit interviews are not mandatory but are recommended. Many exiting faculties do proceed with the exit interview as they think it is important to share their experiences with the College of Medicine. He also mentioned that the UK Office of Faculty Advancement conducted exit interviews this past year and found this practice was informative and needed. However, a large portion of faculty who leave UK are from the College of Medicine. M. Rowland implemented the use of a standardized set of questions adapted from John Hopkins School of Medicine. The survey instrument has 12 questions but the conversation is guided by the faculty member and each interview may finish with only five or six questions covered. Some questions are explored in-depth. • The results shared included information from January 2020 through June 2021 <ul style="list-style-type: none"> ○ 119 Resignations (Full-Time Faculty) <ul style="list-style-type: none"> ▪ Gender: 41 females, 78 males ▪ Ethnicity: 32 Asian, six Black, three Hispanic, one Pacific Islander, 77 White ▪ Rank: 11 Instructors, 72 Assistants, 15 Associates, 21 Professors ▪ Title Series: 94 Clinical Title Series, 12 Regular Title Series, seven Special Titles Series, and six Research Title Series ▪ Basic Science Departments: two in Behavioral Science, two in Molecular & Cellular Biochemistry, one in Neuroscience, three in Pharmacology & Nutritional Science, and three in Toxicology & Cancer Biology ▪ Clinical Departments: nine in Anesthesiology, three in Emergency Medicine, four in Family & Community Medicine, 56 in Internal Medicine, one in Neurology, three in Neurosurgery, five in Obstetrics & Gynecology, three in Ophthalmology, two in Pathology & Lab Science, one in Pediatrics, one in Physical Medicine & Rehabilitation, two in Psychiatry, one in Radiation Medicine, three in Radiology, and 11 in Surgery ○ 32 Retirements ○ M. Rowland conducted 61 exit interviews (51% of resigned/retired)

- M. Rowland discussed the top themes from 2020 and 2021 exit interviews
- M. Rowland noted that there were some differences in themes from 2020 and 2021. 2020 top five themes of exit interview data included:
 - Salary not competitive
 - Patient volume is too high to provide great patient care
 - Administration's focus is only on clinical productivity and RVUs
 - Decision-making process does not include faculty
 - Lack of transparency from leadership
 - M. Rowland shared that in addition to the top five themes, faculty also shared that there was lack of one-on-one meetings for their performance evaluations, and promises made during hiring process that were not fulfilled.
- 2021 top five themes of exit interview data included:
 - Faculty member and/or spouse wants to move closer to family - which was partly related to the COVID-19 pandemic. Some had difficulty with childcare issues when schools shut down
 - Salary not competitive
 - Departmental leadership issues
 - Promises made, but not kept even when made in writing
 - Lack of mentoring
- Office of Faculty Affairs (OFA) conducted an IRB-approved study to examine leadership perspectives on Faculty Attrition and Utility of Collected Exit Interview Information. This study had a 42% response rate.
- The purpose of this study was to investigate the perceptions of Department Chairs, Interim Department Chairs, Division Chiefs and Center Directors on why faculty leave the UK College of Medicine and what efforts can be made to retain and advance our clinical and basic science faculty
 1. Offer competitive salaries and provide cost of living increases
 2. Provide dedicated time and research support
 3. Improve academic support-resources for IT support, Statistician, have resources for productive output
 4. Pendulum of RVU Productivity has swung heavily in the direction of high numbers - faculty feel like RVU is very heavily weighted
 5. Make faculty feel appreciated!
- M. Rowland stated the following in regards to retention and the work OFA is doing to address some of these concerns
 - Majority who left UK had worked here more than five years.
 - The main concerns for retention are the need to engage more with the clinical faculty at assistant professor level.
 - OFA has implemented multiple new faculty orientations over the course of the year rather than one orientation program at the beginning of each cycle. Faculty usually start in August and January
 - Faculty Compensation issues

- Disconnect between verbal offer and written offer/which is actually provided
- Junior Faculty need mentoring-would like assigned mentor or team of mentors to provide ongoing guidance/how to advance
- Chose academic medicine because they want to teach and do not get the opportunity once they are here
- M. Rowland called for questions about the IRB survey results from the Faculty Council.
 - J. Bylund asked who is going to drive efforts to move the needle on these results and improve retention of faculty.
 - M. Rowland announced that it should be a coordinated effort between College of Medicine and UK HealthCare where someone is dedicated to retention and by someone, it may be a group of individuals across College of Medicine and UK HealthCare.
 - L. Tannock said that a lot of these need to be addressed at the department/division level. OFA is sharing these common themes with department chairs. There is a group that helps College of Medicine look at offer letters and their practice is to revise the offer letters to ensure they are realistic offers. They will be returned to the chair if something in writing is not going to work for the candidate.
 - B. Spear questioned how to ensure mentoring is going to be established for junior faculty.
 - M. Rowland shared that the college needs a mentor assigned to every new faculty member that starts at the College of Medicine. It is a very important support system and is not offered widely at this time, but noted that certain departments, e.g., Neurology, do an excellent job of mentoring new faculty.
 - L. Tannock noted that OFA has expanded the two- and four-year review process; almost all clinical departments have adapted it. It is in its first year so it will take some time to see if there is return on this adaptation.
 - J. Bylund asked what other departments do a great job with mentoring.
 - M. Rowland shared D. Wilcock in Physiology is a great resource and has a great presentation in regards to mentoring. B. Spear also does a great job with mentoring.
 - M. Rowland shared that once faculty development opportunities were moved to online, there was a significant increase in the number of participants attending the college's faculty development events.
 - M. Rowland stated that the college needs to invest in the people who are here in order to improve retention.

	<ul style="list-style-type: none"> - D. Jones asked if roll offs of faculty were considered in the resignations/retirements. M. Rowland shared these are not included in this data set. - D. Jones asked if the comments are shared with the departments. M. Rowland stated not at this time. - D. Jones asked if the Chair Survey responses have the same type of responses. L. Tannock shared that the responses are anonymous and OFA has no way of knowing who responds as faculty but there is a positive response rate. o From chat: <ul style="list-style-type: none"> ▪ From Ken Campbell: I'm quite surprised that multiple clinicians are leaving because they thought they would spend more time teaching in a classroom. ▪ From Siddharth Kapoor: I agree, but there is a general consensus that bedside teaching is rushed because of the burden and pressure of service. ▪ From Amy Meadows: We recently had faculty ask for blocked time for mentoring and were told that they could not because we could not adjust RVU targets for mentoring. ▪ From Ken Campbell: Agree with Siddharth's point too! I give one of the sessions in Donna's College of Medicine Mentoring program. I think there are approximately 25 attendees this time around, with many clinicians. It feels like it is running four or five times a year now.
<p>Appointment, Promotion, and Tenure Committee Update (R. Fragneto)</p>	<ul style="list-style-type: none"> • B. Spear welcomed R. Fragneto to Faculty Council as the newly appointed Chair of the Appointment, Promotion, and Tenure (APT) Committee. R. Fragneto overviewed the Committee Processes, Dossier Components, and 2020-2021 APT Data. • The committee is comprised of 14 members. There is a good mix of expertise on the committee. Three of the four title series are on the committee. • Committee Processes <ul style="list-style-type: none"> o Meet every other week beginning September yearly when dossiers are due in the Dean's office until all dossiers reviewed (usually January) o Also review appointment dossiers throughout the year o Dossiers available for committee review on secure shared drive o Each dossier is assigned a primary and secondary reviewer who submit written reviews o Primary reviewer presents summary of candidate to committee followed by any additional comments from secondary reviewer o Discussion among entire committee o Anonymous vote from the committee members o Letter sent to Dean from committee chair summarizing candidate's dossier, committee's recommendation and vote results o Committee members leave meeting when member of their department being discussed o To avoid any potential conflicts of interest, committee members can only provide promotion advice to members of their department

- Dossier Components
 - CV, chair and departmental faculty member letters, outside letters – including at least four arms’ length, teaching portfolio and evaluations, letters from students/mentees, performance evaluations, examples of scholarly activity and personal statements
- 2020-21 Academic Year Appointment, Promotion, and Tenure Data
 - 69 dossiers reviewed for promotion, appointment or tenure
 - Clinical Title Series – 54
 - Regular Title Series – nine
 - Special Title Series – four
 - Research Title Series – two
 - 10 terminal reappointments
 - Committee recommendations:
 - 66 approvals, three denials
 - Supported all terminal reappointments
 - Dean’s decisions
 - Supported 67/69 committee recommendations
 - Approved two of three recommended committee denials
 - 98.5% of promotions, appointments and tenure were successful
 - Clinical Title Series:
 - 40 Promotion Dossiers
 - 32 Associate Professor, eight Professor
 - 14 appointment dossiers
 - Nine Associate Professor, five Professor
 - Committee recommended two denials
 - Dean upheld one denial
 - Regular Title Series:
 - Seven promotion dossiers
 - Two Associate Professor, Five Professor
 - One Professor appointment dossier
 - One Associate Professor award of tenure dossier
 - Committee recommended one denial but Dean approved
 - Special Title Series:
 - Four promotion dossiers
 - One Associate Professor, three Professor
 - Committee recommended approval of all four and Dean agreed
 - Research Title Series:
 - Two Associate Professor promotion dossiers
 - Committee recommended approval of both and Dean agreed
- R. Fragneto is appreciative of the great support system provided by the Office of Faculty Affairs Senior Associate Dean and Associate Dean. Feels OFA does a great job helping prepare our faculty for the promotion and tenure process.

	<ul style="list-style-type: none"> • Any questions or comments: <ul style="list-style-type: none"> ○ D. Jones asked why there was only one tenure case <ul style="list-style-type: none"> ▪ R. Fragneto shared this was a faculty member who came in from outside the university, had an associate or professor title when hired in, and then later applied for tenure ○ K. Campbell asked if it is known how UK relates to other institutions based on Promotion and Tenure cases. <ul style="list-style-type: none"> ▪ L. Tannock stated that information is not available but the college does have a shorter tenure clock compared to other institutions • From the chat: From L. Tannock: The college has special Provost approval to include the Clinical Title Series (CTS) on our committee. Technically that violates the ARs but is appropriate for the college given our large CTS faculty.
Other Business	<ul style="list-style-type: none"> • Next meeting is scheduled for October 19, 2021.
Adjourn	<ul style="list-style-type: none"> • Meeting adjourned at 6:00 p.m.

DRAFT