4th Annual Faculty Governance Retreat
February 20, 2017

Summary

ATTENDEES
KoKo Aung, M.D., M.P.H.*
(*present for opening remarks only)
Laura Adler, M.D., Assistant Professor of Psychiatry
Paul Casner, M.D., Ph.D., Professor of Internal Medicine
Diego de la Mora, M.D., Assistant Professor of Internal Medicine
Juan Figueroa-Casas, M.D., Associate Professor of Internal Medicine
Trent Filler, D.D.S., Assistant Professor of Surgery
Laxman Gangwani, Ph.D., Associate Professor of Biomedical Sciences
Diego de la Mora, M.D., Assistant Professor of Internal Medicine
Juan Figueroa-Casas, M.D., Associate Professor of Internal Medicine
Trent Filler, D.D.S., Assistant Professor of Surgery
Laxman Gangwani, Ph.D., Associate Professor of Biomedical Sciences
Jose Gavito-Higuera, M.D., Assistant Professor of Radiology
Gilberto Gonzalez, M.D., Assistant Professor of Orthopaedic Surgery & Rehabilitation
Herb Janssen, Ph.D., M.Ed., Professor of Medical Education
Darine Kassar, M.D., Assistant Professor of Neurology
Naomi Lacy, Ph.D., Associate Professor of Medical Education
Heidi Lyn, M.D., Assistant Professor of OB/GYN
Richard McCallum, M.D., Professor of Internal Medicine
Melissa Mendez, M.D., Assistant Professor of OB/GYN
Jennifer Molokwu, M.D., M.P.H., Assistant Professor of Family Medicine
Marc Orlandi, M.D., Assistant Professor of Anesthesiology
Michael Parsa, M.D., Assistant Professor of Emergency Medicine
Cynthia Perry, Ph.D., Assistant Professor of Medical Education
Curtis Pfarr, Ph.D., Professor of Medical Education
Gustavo Rodriguez, M.D., Associate Professor of Neurology
Ricardo Salazar, M.D., Associate Professor of Psychiatry
Navkiran Shokar, M.D., M.P.H., Professor of Biomedical Sciences and Family & Community Medicine
Olof Sundin, Ph.D., Associate Professor of Biomedical Sciences
Alireza Torabi, M.D., Ph.D., Assistant Professor of Pathology
Susan Watts, Ph.D., Associate Professor of Emergency Medicine

NOT PRESENT
Jesus Peinado, M.D., Assistant Professor of Pediatrics
Jo Rao, M.D., Assistant Professor of Pediatrics
Henry Weisman, M.D., Associate Professor of Psychiatry

Associate Dean for Faculty Affairs
Faculty Grievance & Hearing Committee
Institutional Review Board (IRB) Committee
Committee on Clinical Affairs
Immediate Past President, Faculty Council
Representative, Faculty Council
Representative, Faculty Council & Academic Council
Representative, Faculty Council
Representative, Faculty Council
Committee on Student Affairs
Representative, Faculty Council
Committee on Evaluation of Educational Programs
President, Faculty Council & Representative, Academic Council
Representative, Academic Council & EPCMS
Committee on Diversity & Committee on Medical School Admissions
President-Elect, Faculty Council
Representative, Faculty Council
Committee on Student Grading & Promotion
Representative, Faculty Council & Committee on Medical School Admissions
Curriculum and Educational Policy Committee
Committee on Continuing Medical Education
CFAPTA
Research Committee
Representative, Faculty Council
Representative, Faculty Council
Libraries and Educational Resource Committee
OVERVIEW

The purpose of the Faculty Governance Retreat is to generate input from the faculty to be presented at the PLFSOM Leadership Retreat (to be held in March) so that Leadership may consider faculty concerns and input when developing plans and strategy for the coming year. Dr. Heidi Lyn, Faculty Council President, gave a brief presentation with an overview of the faculty governance structure at PLFSOM. This included a description of the role of the three councils and 14 standing committees identified in the PLFSOM Faculty Bylaws.

DISCUSSION GROUPS

There were a total of 27 attendees representing the Academic Council, Faculty Council, and the 14 standing committees included in the PLFSOM Faculty Bylaws. Participants were asked to select a topic and then divide into discussion groups. At the January Faculty Council meeting, attendees were encouraged to submit topics of conversation at any level of urgency so that Leadership may begin planning with some anticipation.

The following faculty members served as moderators for the groups:
- **Collaborative Research**: Heidi Lyn, M.D., Assistant Professor, Department of Obstetrics and Gynecology
- **Faculty Leadership Skills Development**: Jennifer Molokwu, M.D., M.P.H. Assistant Professor, Family and Community Medicine
- **Faculty Governance**: Juan Figueroa-Casas, M.D., Associate Professor, Department of Internal Medicine

Each group reported a variety of issues associated with their topic as well as suggestions for solutions.

THREE TOPICS – REPORT-OUT SUMMARIES

1) **COLLABORATIVE RESEARCH** presented by Dr. Ricardo Salazar, Psychiatry

   a. Funding
      i. Institutional Funding Through Seed Grant
         1. Faculty appreciate the incentive for junior faculty and encouragement of their research activities, but this is insufficient to cover all needs
         2. Need other opportunities for more seasoned faculty and other avenues of financial support
         3. Is PLFSOM missing out on opportunities? Clinical and Translational Science Award (CTSA) may be one pathway for funding
   
   b. Communication
      i. Effective communication is not currently in place; Misinformation and lack of awareness of opportunities are issues
      ii. Need for a clearinghouse to connect basic science and clinical faculty to allow researchers with common interests to collaborate; a centralized database online needs to be regularly updated
   
   c. Protected Time
      i. Dedicated time for pursuing research goals is important for faculty but difficult to find
      ii. Suggest that protected time be negotiated with the Department Chair into contract upon hire or renewal in order to insure the ability to focus time towards research
   
   d. Support
      i. Biostatistics and Epidemiology are overwhelmed because they serve the entire institution
         1. Need incentives/logistics to hire more data analysis personnel
         2. Need an Assistant Dean for Clinical/Transitional Research- need someone actually working in the field to focus on clinical, transitional, and pharmaceutical research to provide for the
research needs of clinical faculty; Associate Dean for Research is doing a fine job but wears several hats, needs support

ii. Lack of Technical Resources- Equipment needed to grow research (Imaging devices – i.e., PET scan, Functional MRI, etc)

2) FACULTY GOVERNANCE presented by Dr. Juan Figueroa-Casas, Internal Medicine
   a. Low level of participation by faculty in Faculty governance
      i. Increase Communication
         1. Notify faculty about opportunities in governance in a more aggressive way about the structure, roles, committees, and activities they can participate in
      ii. Need to Count Participation in Professional Career Development
         1. Faculty governance participation should “count” in evaluations and towards career progression
         2. Chairs should be notified of the level of participation of their faculty and credit it as professional development activities.
   iii. Function of Committees
      1. Participation is vital to committees
      2. Be more aggressive with communication to members: reminders to attend, track attendance, allow for electronic participation for off-campus faculty, and offer to replace members if the committee is not a good fit for them

3) FACULTY LEADERSHIP SKILLS DEVELOPMENT Presented by Dr. Jennifer Molokwu, Family & Community Medicine
   a. Lack of Leadership Training
      i. Faculty frequently assume leadership roles without any formal training for that role
         1. Recognize that a great clinician does not necessarily make a great administrator
         2. Leadership skills can be taught – invest in specific training
         3. Develop room in departments to “practice” skills of leadership to prepare for new roles (a leadership team in a department, still reports to chair)
            a. Encourage peer feedback
            b. Evolve evaluations to be more specific and constructive with more clear plans of action for growth
            c. Assists in succession planning
      ii. Same faculty members participate in certain roles and committees, which leads to burn out and lack of engagement
         1. Encourage wider participation by offering opportunities to a variety of faculty
         2. Develop faculty in case someone leaves the department or dies
      iii. In-House Training may be insufficient because patterns and processes are repeated
         1. Develop a second faculty development course focused solely on leadership
         2. Invite a third/external party to train and provide new and different perspective
   b. Insufficient Time for Training/Development – dedicated time for training is usually utilized for CME and specialty-specific education
      1. Distinguish time for clinic, admin, training, leadership duties
      2. Establish protected time for administration which allows faculty to assume leadership roles
         a. Differentiate between clinical track and more academic track faculty
         b. Bearing finances in mind to allow for this, clinic and seeing patients remains important
   c. Evaluation of Current Leadership and Succession Planning
1. How are leaders being evaluated? Faculty don’t know how this is done. Develop a mechanism for anonymous input on current leadership’s performance. Feedback should be viewed as a mechanism for growth, not as punishment.

Open Discussion: Many faculty members in attendance posed questions about the role and authority of the Faculty Council, including the following:

- What authority does the Faculty Council have to generate policy?
- What is the process for communicating the decisions and thoughts of the Council to the dean? Does the dean have to honor the Council’s requests?
- Concern was expressed regarding a faculty policy recommendation that stalled when sent to the dean after months of committee work. If this is the result, faculty will be discouraged in participating in faculty governance.

President Heidi Lyn will consult with Faculty Council Officers, Dr. Figueroa-Casas, Immediate Past President, and Dr. Molokwu, President Elect, and utilize the mechanisms in the Faculty Bylaws to address the issue with the dean. Further updates will be provided through the Faculty Council.