

Faculty Steering Committee Minutes
Thursday, October 15, 2020 12:00pm- 2:00pm

| <i>Topic</i> | <i>TIME</i> | <i>Presenter</i> | <i>Discussion</i> | <i>Action Item/Resolution</i> |
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| 1. Call to Order | 5 min | Marc Mendonca | <ul style="list-style-type: none"> Approve September Minutes – Unanimously approved via zoom poll | |
| 2. Dean’s Report Discussion | 15 min 15-30 min | Mary Dankoski | <ul style="list-style-type: none"> Update from Mary Dankoski, PhD, Executive Associate Dean for Faculty Affairs, Professional Development and Diversity Q: As a psychiatrist dealing with patients impacted by COVID, I wonder how faculty so impacted could comment or have some sort of ability to respond to a reduced productivity without losing confidentiality. A: We are aiming for faculty members to share what they are comfortable with. We are not asking anyone to disclose personal or medical problems unless that is something, they feel comfortable doing. We will be speaking to chairs and division chiefs about how to have these conversations and truly just listen if someone is willing to share how Covid has impacted them. Q: With regards to how productivity and scholarly activity. The university is currently down 20% in scholarly activity, at the rate we are going it is going to be down for the next 2-3 years. How do you see that affecting those going up for P&T and yearly reviews? A: It is a huge concern for everyone. We don’t really know what the impact will be yet reduced productivity across the board. One benefit is we already have a longer tenure clock than the rest of the university. We will see request to extend the clock for the next several years and no doubt that those will be approved. The issue of annual reviews is important. We do need to have sensitivity to this and we will be talking to chairs/division chiefs about what is a reasonable expectation and how do we have flexibility in our expectations. Q: Supporting faculty now, Covid has affected everyone in different ways including workload that has become extremely busy and unevenly impacted. Will you discuss with the Chairs to encourage them to re-evaluate the distribution of work and effort during these discussions? | Slides attached |

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| | | | <ul style="list-style-type: none">• A: Yes, you are absolutely right. Our clinical faculty and educators have be impacted differently, it has been highly variable. This topic will be discussed at the next SEC meeting.• Q: Some faculty are concerned that there isn't criteria in place to gage what is satisfactory. They are worried about the review process this year and how teaching evaluations will be impacted. We need to help develop a type of criteria for the annual reviews especially in the next few years. I have heard that it hasn't been consistent in the past either.• A: Regarding Teaching evaluations there has been discussion at the campus level but not utilizing the evaluations from Spring of 2020 because of the extenuating circumstances. We will look to deemphases the comparative view of the quality of someone's teachers and looking at what they do to improve their teaching. Regarding annual reviews: We have some departments that have created criteria, but you are correct it does vary from dept to dept. The issue of evaluating performance in the middle of a pandemic is clearly a problem we need to address.• Q: How has the percentage of eligible faculty members going up for promotion and/or tenure changed over the past 20 years?• A: See slides attached.• Q: What has been the impact of COVID-19 on morale/engagement/burnout at the medical school?• A: Please complete the faculty AAMC survey that you should have received the invitation this week. We have partnered with the AAMC for their national survey to have national benchmarking. That way I can answer the question in the future with more data.• Q: To what degree does the small percentage of physician income that flows through the medical school compromise the school's ability to influence physician priorities, and what should be done about it?• A: There is a lot more other than the Red Check when it comes to influencing physician priorities. University board of trustees from the board on down we have a lot of influence in establishing the priorities of IUHP. The physical compensation redesign was very much around the department chair having more influence over the faculty physical priorities in their unit. We work very hard to be on the same page regarding the bigger investments within the enterprise alignment. | |
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| | | | <ul style="list-style-type: none">• Q: Why has IU School of Medicine chosen to not honor an Administrative Track for promotion as other medical schools have done and have they considered adding this sort of track in light of continued evidence that current promotional avenues in schools of medicine disadvantage women (especially young women) from being promoted?• A: Most of your faculty choose to be evaluated/promoted on service. Faculty with administrative roles will generally document the impact of those roles in the service section. It is true that we have fewer women who go up for promotion the success rate is equal to that of men. On our website we have sample dossiers from faculty who have given permission to let other review. These show how others have documented the impact of an administrative role.• Q: Is the percentage of women going up for promotion equivalent to that of the percentage of women faculty we have?• A: I don't have the calculations with me right now, we have more women on our tenure clock, which is great. The number is growing each year by in large.• Q: As I was looking at your graphs could you define, Tenure, Clinical and Scientist tracks.• A: Yes, those are our three main faculty appointment tracks. The Tenure track is where a faculty member has to perform in research, teaching and service and has a clock with a very specific timeline that you must be reviewed for tenure and if not successful you must find work elsewhere. The others are non-tenure tracks and the areas where they are evaluated are different. The clinical track has no evaluation in research and can seek promotion when they are ready. On the research scientist track are only evaluated on research only and again with no clock.• Q: Brining new faculty members on when they are in mid-career and establishing their rank when they come into IUSM. We know P&T is what is encouraged to keep faculty engaged and productive. I have personally seen a fair number of faculty brought on in the clinical realm who are 10-15 years into practice who don't necessarily meet the criteria for associate or full professor and brought on at a higher level than we would expect. It can be very demoralizing to the junior faculty who are working | |
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| | | | <p>very hard on promotion and see someone brought on at a higher rank that is almost given away.</p> <ul style="list-style-type: none"> • A: The criteria are the same but the review process is different. For promotion there is a quite robust process. For new faculty coming in the rank can be awarded upon hire based on a proposal from the chair. If tenure is trying to be given to whom wasn't tenured before we do have to have an expedited review by the primary committee including six external letters and a personal statement. This mirrors the other review. But if it is rank alone that offer can be made by the chair/division chief. It is very much department driven. • Comment: I have also seen this play out exactly as described and think this is an issue. This can be a worthwhile discussion to be discussed further. | |
| 3. Committee Report a. Student Promotions Committee | 10 min | Emily Machogu | <ul style="list-style-type: none"> • Student Promotions Committee Annual Report | Report Attached |
| 4. New Business/Announcements a. Volunteers for the Nominations Committee b. Committee Term Limit Survey c. Remember to register for the Fall All School Meeting – October 29 th 4:30-6:00pm d. IFC/UFC Updates | 5 min 5 min 5 min | Marc Mendonca Lindsey Mayo | <ul style="list-style-type: none"> • Nominations Committee Description – Still need volunteers. • Take the Term Limit Survey if you have yet. • IFC – Indianapolis IUPUI Faculty Council and UFC – University Faculty Council • UFC Update: <ul style="list-style-type: none"> - Policy on consensual relationship is being worked on. They are trying to describe and define what this means. - Sustainability – Bloomington defines it as energy costs but faculty want to talk about sustainability as a whole. - Teaching Evaluations – the evaluations are not informative of the faculty at all and starting to do away with this and use to improve teaching style. • IFC Update: <ul style="list-style-type: none"> - Enrollment- IUPUI hit their numbers including a few others. - P&T criteria: Balance of looking at the different buckets and wondering about changing that. - Extending the calendar like this year through next. | |

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| | | | <ul style="list-style-type: none"> - Diversity equity plans that going to be required for all units and will be ongoing. | |
| 5. Questions and Adjournment | 5 min | Marc Mendonca | <ul style="list-style-type: none"> • November Presenter: Patricia Treadwell, MD, Special Advisor to the Dean and Chief Diversity Officer | |



Faculty Steering Committee Update

Mary Dankoski, PhD

October 2020

Key Challenges

1. Supporting the faculty through COVID-19
2. Accelerating diversity, equity and inclusion efforts



COVID-19

1. Wellness focus is more important than ever
 - Urgent needs v. longer-term planning
2. Retention and productivity
 - IU VPR Gender Equity in Research Task Force
3. Faculty affairs issues
 - Opt-in tenure clock extension, timeline, external letter lenience
 - COVID-related accommodations and CARES Act emergency leave processes
 - Hiring and compensation freeze exception request process



Recent Literature on COVID-19 Impact

- New York Times: [The virus moved female faculty to the brink. Will universities help?](#)
- Nature Human Behavior: [Unequal effects of the COVID-19 pandemic on scientists](#)
- eLifesciences: [COVID-19 medical papers have fewer women first authors than expected](#)
- Inside Higher Ed: [No Room of One's Own: Early journal submission data suggest COVID-19 is tanking women's research productivity:](#)
- Nature Briefing: [How the pandemic could choke gender equity for female researchers in Denmark](#)
- Nature Briefing: [The career cost of COVID-19 to female researchers, and how science should respond](#)



Faculty Annual Review updates

1. How did COVID-19 affect your year (e.g., impact on time, wellness, and/or productivity)?
2. What challenges are you facing next year due to COVID-19 (e.g., impact on time, wellness, and/or productivity)?
3. Describe the ways you have promoted, advanced, or contributed to diversity, equity, and inclusion in your teaching, research, clinical work, and/or service; and/or include what professional development activities you have participated in on this topic.
4. Outline your specific goals and professional development plans for the coming year (include goals in each of the mission areas in which you have responsibility, and goals or professional development **plans related to diversity, equity, and inclusion**)



DEI Promotion and Tenure Initiative

1. All Schools across IUPUI have been asked to review their criteria and standards for promotion and tenure to ensure that

contributions, outputs, and impacts of faculty members' efforts to promote equity, inclusion, and diversity are appropriately recognized



New DEI Task Forces

1. Data and Climate Survey
2. Faculty, Staff, and Learner Training
3. Honor Code

<https://medicine.iu.edu/about/diversity/task-force>



Submitted Questions

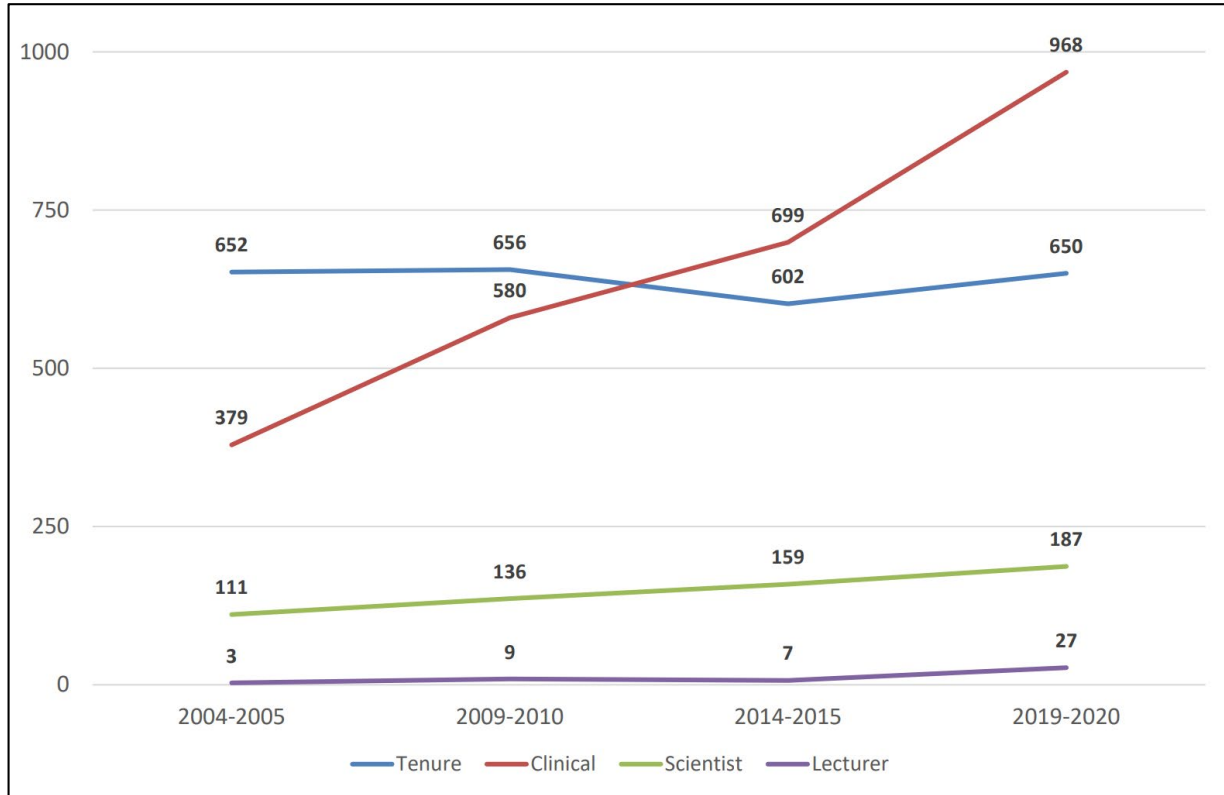


Submitted Questions

1. How has the percentage of eligible faculty members going up for promotion and/or tenure changed over the past 20 years?
2. What has been the impact of COVID-19 on morale/engagement/burnout at the medical school?
3. To what degree does the small percentage of physician income that flows through the medical school compromise the school's ability to influence physician priorities, and what should be done about it?
4. Why has IU School of Medicine chosen to not honor an Administrative Track for promotion as other medical schools have done and have they considered adding this sort of track in light of continued evidence that current promotional avenues in schools of medicine disadvantage women (especially young women) from being promoted?

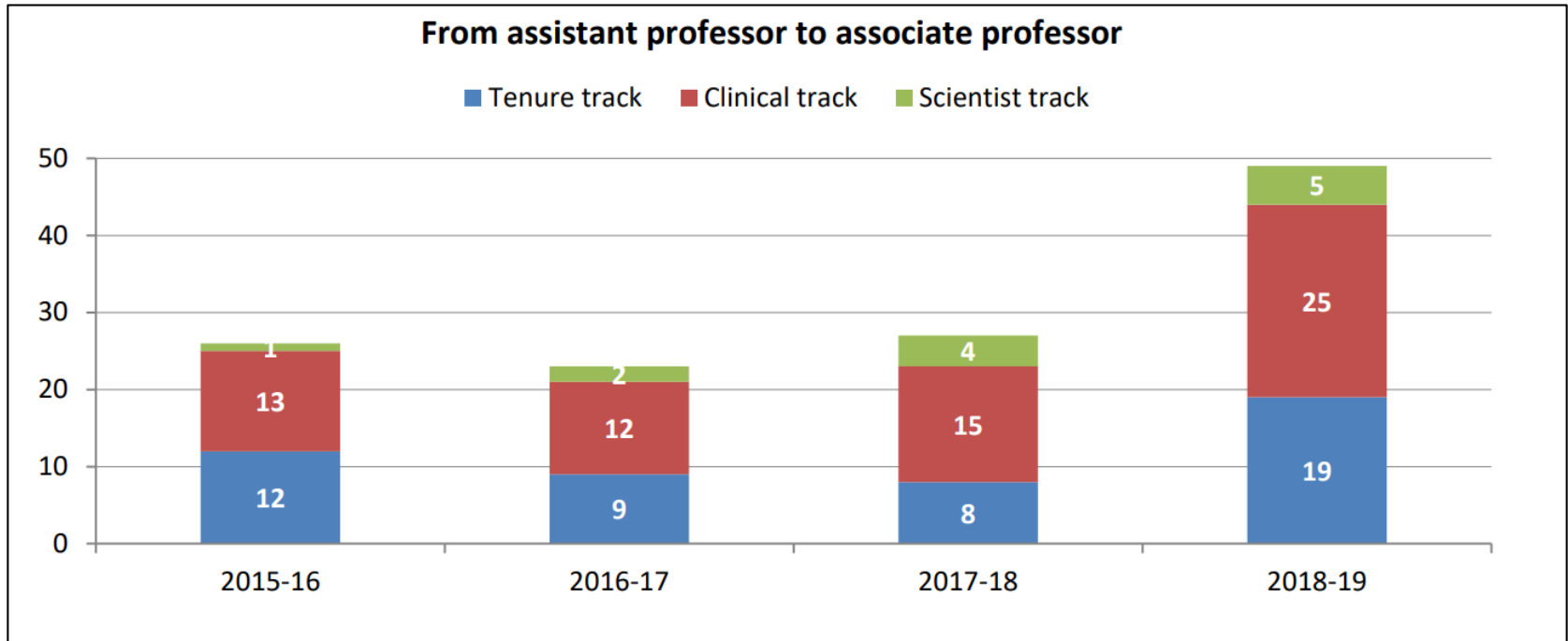


Growth in Full-Time Appointment Types

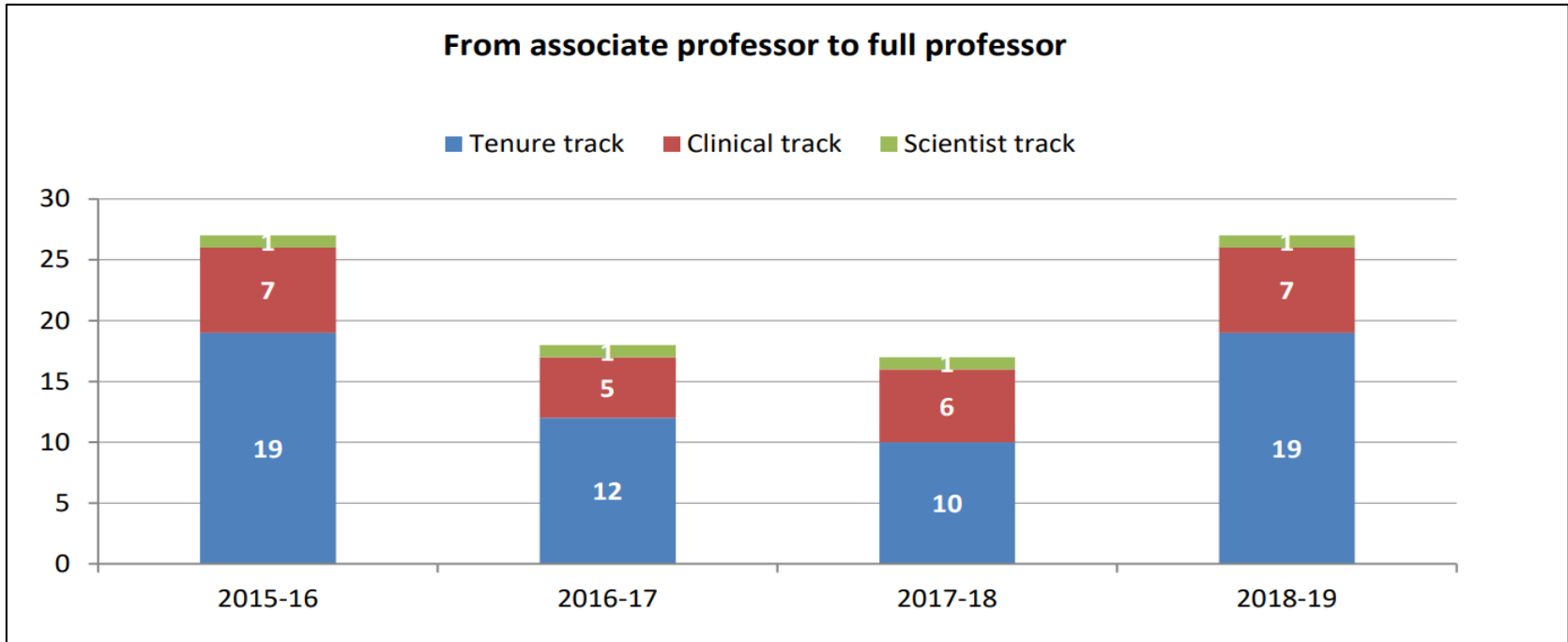


Note: Excludes affiliate faculty

Promotions by Track



Promotions by Track



Faculty Information

1. Interactive State of the Faculty Dashboard (present day info):

<https://faculty.medicine.iu.edu/who-we-are/interactivesof/>

2. Annual State of the Faculty Reports (historical data as of census date):

<https://faculty.medicine.iu.edu/who-we-are/annual-reports/>





Thank you

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Indiana University School of Medicine Committee Report Template

Please submit this report to Jessica Swanson at jlleisin@iu.edu

Committee Name: Student Promotions Committee

Committee Chair Name: Emily Machogu, MD

Committee Chair Email: ecpearce@iu.edu

Meeting Frequency: 17 meetings scheduled for 2020-2021 AY. October, January, March, April and June had or will have multiple meetings.

What is the mission of your committee? (100 words)

The Student Promotions Committee (SPC) is appointed by the dean to monitor all medical students' academic and professional standards as determined by the faculty. SPC reviews academic performance and determines the appropriate academic standing for students after each grading period and upon receipt of scores for all required final course exams and national exams. SPC adheres to the expectation that each student maintains satisfactory academic progress, which may also involve a review of a student's leave of absence, capacity for degree completion within six years of matriculation, and violations of the IUSM Area of Concern, Academic Dishonesty, and Professional Conduct policies.

What has your committee accomplished this year? (250 words)

SPC has continued to review the pathways for students who struggle to take their initial USMLE Step 1 exam after the completion of Phase 1, Year 2. SPC has moved away from permitting month-to-month delays. Rather, the committee has now implemented a process whereby students who are permitted to delay must transition to Phase 2 at designated re-entry points that are aligned with the mandatory Intersessions in the Phase 2 calendar.

There was a procedural change related to updates in the Area of Concern policy, which was revised this year such that an AOC no longer triggers an automatic meeting with the SPC.

The COVID-19 pandemic did alter the meeting pattern for the SPC as of March 30, 2020. For that meeting, student appearances were either in person or via Zoom. All meetings since that date have been held entirely via Zoom. We continue to discuss the optimal format of meetings moving forward to best support the students who appear before the committee.

SPC has re-affirmed that students in Phase 1 (Year 1 or Year 2) who fail multiple courses during the academic year will not be permitted to remediate more than one course. Additionally, SPC has implemented administrative withdraw deadlines for certain students who have previously

met with the committee, rather than requiring that they return for another appearance to be recommended for dismissal.

Lastly, the SPC has updated its conflict of interest policy, and members now recuse themselves from cases as appropriate.

How does the committee disseminate information to the IUSM community?

Based on the sensitive nature of these proceedings and student record privacy guidelines, only members of the SPC are permitted access to meeting agendas and minutes. Ex-Officio members of the SPC appropriately update the Dean and EAD for Educational Affairs and Institution Improvement as necessary on student cases or committee matters. The SPC Chair and Vice-Chair work with the EAD for Faculty Affairs and Professional Development on matters that need to be brought to the attention of the IUSM Faculty Steering Committee.

What goals does your committee have for the next academic year? How can the Faculty Steering Committee help you to accomplish those goals? (150 words)

As a follow-up to one of last year's goals, we are continuing to reduce the number of appointed faculty members and students while maintaining a similar faculty/student membership ratio. The main goal for the upcoming year is to work to maintain diversity of its members. The Committee will need the assistance of the Faculty Steering Committee to help ensure those goals can also be met through the process of adding elective members each year.

As a continuance of the review the Committee had undertaken related to students who had not taken Step 1, the Committee had more specific plans ready for this academic year to help support those students. However, COVID-19 altered the required completion date of USMLE exams, making this unnecessary during the upcoming year.

Finally, we are working to better track and analyze the demographics of students who are brought before the committee either in discussion or in person. Our goal long term is to be able to provide feedback to the Dean, EAD, and Admissions Committee so that we can work together to admit students to the school who are most likely to be successful in their time at IUSM.