



## University Faculty Council

Meeting: Tuesday, December 7, 2021 - 4:00-5:30 PM

Location: **Room G-204** | <https://neomed.zoom.us/j/96052565876?pwd=UkJKMUIrVjVwREljaytBS2IRU1ZyZz09>

### ZOOM Information: Connection time 3:55 PM

<https://neomed.zoom.us/j/96052565876?pwd=UkJKMUIrVjVwREljaytBS2IRU1ZyZz09>;

Or Telephone: +1 312 626 6799 (US Toll); +1 646 876 9923 (US Toll)

Meeting ID: 960 5256 5876 | Password: 572802

**Members:** Patrick Gallegos (chair), Natalie Bonfine (vice chair), Cathy Anthony, Mariquita Belen, Natalie Bowersox, Rachel Bracken, Yeong-Renn Chen, Angelo DeLucia, Sheila Fleming, Alex Galazyuk, Alex Hoffman, Yong Lu, Jeffrey Mellott, Erin Reed-Geaghan, Erica Stovsky, Liya Yin

**Invited Guests:** President John Langell, Vice President Mary Taylor, Professor Nick Jouriles

**Guests:** Mike Appleman, Julie Aultman, Kris Baughman, John Boltri, Jordan Cinderich, Darcie Flower, Erin Franks, Adam Goodwill, Tobin Hieronymus, Amy Lee, George Litman, Heather O’Leary, Priya Raman, Merri Rosen, Maria Schimer, Matthew Smith, Jeff Wenstrup, David Whipkey, June Yun, Yanqiao Zhang

**Administrative Support:** Deborah Loyet

Time	Agenda Item	Discussion/Next steps
4:00 p.m.	1 Welcome Action Item Review  <i>Patrick Gallegos, PharmD Chair, University Faculty Council</i>	<ul style="list-style-type: none"> <li>• Dr. Gallegos opened the meeting at 4 pm. He reviewed action items from the last meeting.               <ul style="list-style-type: none"> <li>○ The IPM program follow-up will be discussed next time.</li> <li>○ UFC is working on a Strategic Plan funding proposal around the EEG group. Please let Patrick and Natalie know if you would like to help us draft.</li> <li>○ Vice Chair nominations for the UFC should be submitted by Jan/Feb (more details will be provided). We will vote in April for the new vice chair. Please be thinking about nominations.</li> </ul> </li> </ul>
	2 Approve <a href="#">previous UFC minutes (10/5/21)</a> (approved minutes located on <a href="#">NEOMED website</a> )	<ul style="list-style-type: none"> <li>• Call for motion: P. Gallegos</li> <li>• Motion to approve: A. DeLucia</li> <li>• Second: J. Mellott</li> <li>• Motion carries</li> </ul>
	3 Departmental updates	<ul style="list-style-type: none"> <li>• None</li> </ul>
	<b>OLD ACTION ITEMS (from previous meetings)</b>	
	4 Executive Management Team notes, <a href="#">Fall/Spring 2021-2022 sign-ups</a>  <i>EMT meetings are now in-person</i>	Please use the link to the left to sign up! We are short some coverage in the spring.

	5	<p><b>Ohio Faculty Council Update</b></p> <ul style="list-style-type: none"> <li>NEOMED UFC representative: George Litman, MD Professor Emeritus of Internal Medicine</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Gallegos introduced George Litman serving as UFC’s representative to the Ohio Faculty Council (OFC). Dr. Litman reported that he attended the first meeting, which was packed. Most of the time was spent on the infrastructure bill including students, PELL grants (and all kinds of things). Funding is down to \$22 million but will include resources for Ohio teaching and related workshops.</li> </ul>
4:10 p.m.	6	<p><b>Proposed Revisions to College of Medicine Non-tenure Track Faculty Bylaws</b></p> <p><i>Linda Lawrence, MD, CPE, FACEP, Associate Dean for Clinical Affairs, College of Medicine</i></p> <p><i>Nicholas Jouriles, MD, Professor and Chair, Department of Emergency Medicine; Chair elect, Non-tenure Track Appointments and Promotions Committee, College of Medicine</i></p>	<ul style="list-style-type: none"> <li>Dr. Nick Jouriles, chair of the College of Medicine (COM) Faculty Appointments and Promotions Committee, presented work underway to revise the college’s non-tenure track bylaws. He asked to solicit ideas from UFC on the promotion process, in particular.</li> <li>COM is updating the process with a goal to make it easier and faculty-friendly. Associate dean, Linda Lawrence, M.D., met with multiple stakeholders and received feedback that the current process is cumbersome and the point system used is confusing and has idiosyncrasies. Proposed revisions have been vetted through the COM Faculty Appointments and Promotions Committee, which has provided additional ideas to streamline the process. A survey was also sent to faculty and &gt;180 responses were received (a very good response rate). Proposed changes will revise criteria so that a faculty member’s entire body of work will count (rather than just certain years, e.g., updates to what counts for scholarship, etc.). Drs. Jouriles and Lawrence are looking for ideas for best practices from UFC.</li> <li>Dr. DeLucia asked if getting rid of the point system will be a help or a hinderance? Dr. Jouriles said we want to make it easier to calculate the # of points and keep an egalitarian system, using guidelines that are very transparent. The plan is to develop educational videos, visit departments with info, and help advise individual faculty, making the Faculty Appointments and Promotions Committee available.</li> <li>Dr. Gallegos asked if the college will use a new platform? Are you hoping to make it online. Dr. Jouriles said they are still negotiating for that.</li> <li>Where should UFC members send feedback? To <a href="mailto:njouriles@gmail.com">njouriles@gmail.com</a> or to Joann Hayes at <a href="mailto:jkc@neomed.edu">jkc@neomed.edu</a>.</li> <li>Dr. Lu asked for a proposal to provide appropriate feedback.</li> </ul> <p>A summary of a proposal will be sent; streamline process; update rules for your entire body of work; decrease # of options for appointment categories.</p> <p>Dr. Bonfine recommended that our administrative capacity be considered to do these things. If we’re recommending changes to a process, make sure there is administrative support to implement and maintain it.</p> <p>Dr. Gallegos said we’ll send the proposal out with the minutes after the meeting.</p>
<b>DISCUSSION ITEMS—NEW &amp; FOLLOW-UP</b>			

4:20 p.m.	7	<p><b>Faculty Annual Performance Evaluation (APE)</b></p> <p><i>Patrick Gallegos, PharmD., UFC Chair</i>  <i>Fayez Safadi, PhD, Professor of Anatomy and Neurobiology</i></p>	<p>Dr. Gallegos announced the members of the UFC task force that are working on the Faculty Annual Performance Evaluation (APE). Fayez Safadi has agreed to chair this task force. If any faculty would like to participate in the task force, please email one of the following members. We welcome more members to join us.</p> <p>Natalie Bonfine  Fayez Safadi  Brad Winters  Liya Yin</p> <p>The charge of this task force is to collect and organize comments in response to the <a href="#">APE materials</a> and to communicate recommendations by the task force.</p> <p>Dr. Safadi said this project needs to be done before March 2022 but it does seem that the project will be ongoing for review every year to continue to improve the materials and process. The evaluation process covers all faculty for all colleges so we would like representation on the task force for all. We want to streamline these tools so they are functional for all departments and set faculty up for success.</p> <p>Dr. Bonfine said we know there have been discussions around capturing workload in the past and what we're hoping from this task force is to bring forward the various discussions so the tools can be effectively used for faculty no matter where you are. This is the task ahead of us. We welcome your feedback and input.</p> <p>Dr. Galazyuk said historically, faculty evaluation has been tied with compensation. Now it is separated and makes no sense. When we do this process, we have to pay attention to this issue.</p> <p>Dr. Safadi said the APE task force feels it needs to be tied together with the compensation plan. We are hoping the task force will try to address this and will talk to administration to understand how to tie these together.</p> <p>Dr. DeLucia asked what reason is being given to show that the previous system doesn't work? We should be conscious of the time we're spending on this if nothing is broken. What are the problems? Dr. Gallegos said we'll push the administrative group on the reason for why this is going on. We'll try to get an answer on this.</p> <p>Dr. Galazyuk said we started to look at compensation and then mid-stream determined that we need an evaluation process to go with it. Dr. Safadi said as a form, it's probably fine but how does it align with the compensation plan? This is a critical component to be sure everyone understands.</p>
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4:30 p.m.	8	<p><b>Faculty Compensation Plan and Research Incentive Plan</b></p> <ul style="list-style-type: none"> <li>▪ UFC Task Force on Faculty Compensation <i>Jeff Mellot, PhD, Task Force Chair</i></li> <li>▪ College of Pharmacy Faculty Compensation Plan</li> <li>▪ Update from Vice President Taylor <i>Mary Taylor, M.Tax., CPA, Vice President Operations and Finance</i></li> </ul>	<p>Dr. Mellott, chair of the UFC Compensation Task Force, provided the following updates.</p> <ul style="list-style-type: none"> <li>• The logistics for the first two plans are largely done</li> <li>• Evaluating teaching is a major issue of discussion but broadly, faculty liked the 4 components currently involved.</li> <li>• We are 6 months into the plan and nothing has been operationalized.</li> <li>• It sounds like we have the opportunity to make the evaluation process and compensation process identical.</li> <li>• Regarding the 10-pt incentive bonus list, no one had much opinion about it.</li> <li>• There's been clear input at all levels by chairs and faculty that if there is no compensation for service, there is no incentive to do service.</li> <li>• There is a recommendation to take the pot of funds that would have been used for the 10-pt incentive list and use it for full professors for their work in service. Meanwhile, the assistant professors would still have the 10-pt list.</li> <li>• Plans will be compared every year to AAMC data and these benchmarks go up every year. If you're in the plan it will go up – it's not an up/down up/down.</li> </ul> <p>Dr. Sam Crish, chair of the College of Pharmacy Faculty Compensation Task Force, provided the following updates:</p> <ul style="list-style-type: none"> <li>• The COP task force has met for the past 5 weeks; it was given its charge and the COM compensation plan.</li> <li>• We spent time identifying where our faculty are in relation to benchmarks.</li> <li>• We like a lot of things about the plan</li> <li>• A number of our faculty are mostly teaching who feel they would be left out of this plan.</li> <li>• The College of Pharmacy just finished a 5-yr plan to move our faculty to the 35<sup>th</sup> percentile. We'd end up taking a pay cut with the new plan.</li> <li>• Recommendations will be shared with the President on Jan. 18.</li> </ul> <p>Dr. Gallegos asked for an update from COP after they meet in Jan. with the president.</p>

Dr. Mellott said the end of January is also the timeframe for the full professors' plan to be finished.

Mary Taylor, vice president for operations and finance, presented a Frequently Asked Questions document that largely targets the assistant and associate professors' plans. The FAQ document will be sent with the meeting minutes.

**How often are there adjustments to salary?** Quarterly. Ms. Taylor recommends doing these only annually in the future for faculty to count on salary and administratively, this is cumbersome if adjustments are made more frequently.

**Where/when will the incentive plan available?** Ms. Taylor thinks if the minds that be can arrive at consensus by end of January, it could still be applicable for this year.

**With respect to changes to grant funding, how will faculty be protected against swings?** Ms. Taylor said the calculation for extramural funding would be based on a 3-yr average. Averaging is only applicable to associate and full professors because assistant professors do not have expectation for extramural funds.

**How does the Compensation Plan affect STRS?** See FAQ when available; still working on this answer.

A council member said for those who do not opt in, a clear statement is needed. Ms. Taylor said she is updating the PowerPoint slides shared at the last UFC meeting. If faculty don't participate in the empowerment plan, you would participate in the research incentive program as it exists today. There is no expectation for it to change.

**Regarding promotional increases,** if faculty do not opt in, there is a \$7500 base salary increase for promotions.

A question was asked about why teaching is 20% and research is 40% in the full professors' plan? Ms. Taylor explained that the percentages were chosen as an average to get to AAMC percentiles, which is just a calculation. The percentages are not intended to value or devalue these areas.

Dr. Baughman asked why grants paperwork doesn't go through ORSP until late in the year. Will there be a rolling average to include this? Ms. Taylor said yes, after the first year.

Dr. DeLucia asked how do you resolve the base salary? Ms. Taylor said there is a method to maximize this. I have an alternative approach to the

			<p>calculation and am still working with the stakeholders to decide if it should come back to UFC to vote.</p> <p>Dr. Mellott said the feeling is that there is a huge push/culture shift across departments that dollars that are awarded with salary offset are the thing to pursue.</p>
		<b>LEADERSHIP REPORT</b>	
4:50 p.m.	9	<p><b>John T. Langell, MD, PhD, MPH, MBA, FACS</b> <i>President</i></p>	<p>President Langell provided the following updates:</p> <p><u>Strategic Plan Funding:</u> The Strategic Plan funding program is going well. Over half of the available funds have been allocated. This is designed as seed money for new potentially high impact areas. Examples include two pools of funds as grants for faculty (Fleming and Oyewumi). A new writing center is being funded for students and junior faculty.</p> <p>The Exceptional Student Experience Group is being run by student services. The intent is for \$1 million this year and more next year.</p> <p><u>Faculty Compensation Plans:</u></p> <ul style="list-style-type: none"> <li>• Created an alternative plan (optional) while leaving prior plan in place.</li> <li>• COP plan was pretty even</li> <li>• COM significant variability and below 25<sup>th</sup> percentile</li> <li>• Considerable input from UFC was provided for the plan</li> <li>• One concern was evaluating teaching – but not fully trusting students</li> <li>• UFC said needs: <ul style="list-style-type: none"> <li>○ Chair input</li> <li>○ Student input</li> <li>○ External evaluator</li> <li>○ a 4<sup>th</sup> input</li> </ul> </li> </ul> <p>Majority of COM faculty opted in and realized a 12% to 13% pay increase. Some received a \$20,000 pay raise over night.</p> <p>Assistant/associate professors' average benchmark with 37%-40% with AAMC.</p> <ul style="list-style-type: none"> <li>• Through this pilot, we learned that the NIH base salary definition is a specific thing and confuses how to report our system.</li> <li>• Mary Taylor is working on this.</li> </ul> <p>Again, this is an alternate plan. No one is being forced into plan. You can stay where you are. We are now expanding to full professors. We have also now taken the COM assistant/associate professors' plan and given it to COP. ACPE does not pay as well as AAMC and I don't want two versions of the scale. I want as much parity across the ranks.</p>

President Langell said the faculty compensation plans are out of his hands right now and the Task Forces are now looking at those.

Annual Performance Evaluation (APE):

Post-tenure review provides tenure track faculty with protection and standardization. President Langell said he has not seen the materials for the APE. Dr. Kasmer wants the UFC to finalize/provide shaping for this.

Search for Vice President for Research:

UFC and faculty will be involved in this. The difference is that our Board of Trustees and SUMMA's Trustees are pushing to integrate (similar to the University of Cincinnati and the UC Health System). Each of us wants to benefit from each other's capabilities. A group is being assembled to create a job description for a co-hire. The right person will have a health system and academic experience to ensure the infrastructure we have in place stays in place with growth.

The new CEO of Akron Children's wants to grow our research infrastructure with us as well.

Growing Graduate Studies:

The current VP Research/COGS Dean role will be split and the COGS Dean will become a distinct position, which will focus on growth for COGS.

Jeff Mellott – Was possible to taken incentive bonus and convert to service. Langell – some really intensive services take considerable time per year. Figure out high value and high effort and change this out to reward this. Works for assoc and full profs but assistants are not put on these, typically. Yes, still on the table.

Discussion/Questions

Dr. Mellott shared that the biggest hole in the faculty compensation plan is compensating professors for service.

Dr. Bonfine asked if the president is considering restructuring other VP positions in addition to the VP Research. Dr. Langell said he was but did not want to restructure all at once. Over time, once we've tuned up the university, I'd like to get to the point where we have a senior vice president for academic affairs or provost that the deans report to. And Health Affairs was created by areas that didn't make it to the VPAA. As our clinical endeavors grow, that needs to be separated as well.

Dr. Gallegos asked with the APE coming out, what is the impetus to make that change? In talking with Dr. Kasmer, the compensation plan was simply

			that. We have to have a differentiator. So, a teaching performance and annual performance reviews that tie to annual performance and PTR. The teaching performance piece is the one thing we're looking for.
		<b>DISCUSSION ITEMS—NEW &amp; FOLLOW-UP</b>	
5:20 p.m.	10	Open Forum & Adjourn	<p>Dr. Gallegos reminded UFC members of these follow-up tasks:</p> <ul style="list-style-type: none"> <li>• Strategic plan funding proposal ideas are needed. Please work with him and Dr. Bonfine on ideas.</li> <li>• Please sign up for EMT meetings</li> <li>• UFC members should send APE materials to their constituents and send feedback to Fayez Safadi. Please be sure to organize your feedback on behalf of your constituents.</li> <li>• Please submit your nominations for vice chair for UFC.</li> </ul> <p>The meeting adjourned at 5:30pm,</p>

**Upcoming agenda items for February**

- Leadership Report – Vice President for Research
- NEOMED Medical Journal
- Annual Performance Evaluation

**Action Items**

- Strategic Plan funding proposal ideas for UFC – email to Patrick and Natalie
- Sign-up for Spring semester EMT meetings
- Collect Annual Performance Evaluation Materials Feedback – send recommendations to Fayez Safadi.
- Submit nominations for UFC Vice Chair position to Drs. Gallegos and Bonfine.