

**Faculty Steering Committee MINUTES**

**Thursday, April 18, 2013 • 12:00 Noon • Daly Center, Room MS 186**

<i>Topic</i>	<i>Time</i>	<i>Presenter</i>	<i>Discussion</i>	<i>Action Item/Resolution</i>
<b>1. Call to Order</b>		Jerry Young		The meeting was called to order at 12:11pm.
<b>2. Old Business</b>				
a. Approval of Minutes from March 21, 2013	5 min	Jerry Young	*Minutes attached	a. A motion to approve the March minutes was accepted and properly seconded. Minutes were approved by unanimous acclamation.
b. Vote on revised Grievance Policy	5 min	Mary Dankoski	*Revised policy attached	b. The revised Grievance Policy (see attached) was reviewed after suggestions were made last month to clarify the procedure for faculty at the regional campuses. Additional language was added to clarify that part of the policy – see red text in attached document. The language was taken directly from offer letters that are given to any tenure or clinical track faculty members at the centers. Jim McAt eer voiced his concern about the 10 day time frame a faculty member has to submit the grievance to the EAD for OFAPD. The committee decided to change the 10 day time frame to 30 days and with that change and the acceptance of the language regarding regional campuses, the committee unanimously approved the policy by acclamation.
<b>3. Dean’s Business</b>				
a. General Update	10 min	Stephen Bogdewic, EAD for OFAPD		See attached presentation of the State of the Faculty. The State of the Faculty report is also available on the OFAPD webpage <a href="http://faculty.medicine.iu.edu/facts.html">http://faculty.medicine.iu.edu/facts.html</a> . A new initiative titled “You are vital” was circulated. Dr. Bogdewic described the initiative as a campaign to help educate faculty and enlist a higher degree of participation in the faculty surveys. The vitality and 360 surveys are distributed every other year with the 360 survey expected to be solicited in May 2013. Jim McAt eer suggested that adjunct faculty have an opportunity to participate in the 360 survey for their respective departments. It was also suggested that the survey’s be quick to complete, less than 10 minutes and advertised very well to encourage participation.

<b>4. Committee Report</b> a. Awards	10 min	Kenneth White	*Report attached	See attached report.
<b>5. President's Business</b> a. Ad-Hoc Committee Reports	10 min	Jerry Young	*Report attached	In order for the FSC to properly review the reports, it was decided to divide the reports and revisit this at both May and June meeting.
<b>6. New Business</b> a. Election Results	10 min	Mary Dankoski	*Results attached	The results from the 2013 Election were presented. A motion to validate the election was accepted and properly seconded. Election results were validated by unanimous acclamation.
<b>7. Questions and Open Discussion</b>	5 min	Jerry Young		No questions were voiced. The meeting was adjourned at 1:04pm
<b>8. Adjournment</b>				

## Faculty Grievance Process INDIANA UNIVERSITY SCHOOL OF MEDICINE

### **Purpose**

The Faculty Grievance Committee of the School of Medicine is to hear grievances of IUSM faculty members and librarians concerning dismissal, non-reappointment, tenure, promotion, academic freedom, salary adjustment or other conditions of work. This Committee provides a means of peer evaluation, assessment of issues, and recommendations. Equity for the good of the individual and the good of the institution shall always be considered. The responsibilities of the Committee are to gather information regarding the substance of the grievance, analyze the relevant considerations (in light of existing policies and principles of professionalism and fairness), prepare a timely written report of its findings and recommendations, and notify the Grievant, Dean, and the Executive Associate Dean for Faculty Affairs and Professional Development of its findings and recommendations. In cases in which the Committee considers that the rights of the faculty member or librarian have not been adequately protected, the Committee should formulate a recommendation for remediation. The filing of a grievance in no way stops corrective, disciplinary, or administrative action that is needed to protect students, patients, or staff or is otherwise permissible according to applicable university requirements.

### **Composition**

The Committee shall consist of the President, Past-President, and President-Elect of the Medical School Faculty and three to five other faculty members chosen in consultation with the Dean or the Dean's designee (on the effective date of this document, the Dean's designee for this purpose is the Executive Associate Dean for Faculty Affairs and Professional Development). Consistent with the IUSM ad-hoc committee appointment process outlined in the IUSM constitution, the members of the committee are formally appointed by the Dean through the Executive Associate Dean for Faculty Affairs and Professional Development. In appointing members to the Faculty Grievance Committee, consideration should be given to faculty with experience serving on the school, campus, or a unit promotion and tenure committee and/or prior experience as an officer of the faculty. In cases involving a clinician, scientist or librarian, a member of that category shall be appointed to the Committee. The Chair of the Committee, elected by the Committee itself, shall be a faculty member who is tenured and has been a member of the faculty for at least five years. The Committee may request legal advice from the Office of the Vice President and General Counsel, as appropriate.

### **Availability**

The Committee shall be available to all full and part-time faculty members and librarians of the School of Medicine at any of its campuses.

### **Procedures**

- An informal resolution will first be attempted at the program or department level. At this stage, the grievance will be heard by the director or department chair. Grievances must be initiated within a reasonable time after the cause of the complaint but not longer than six months. Grievances which are not filed in a timely fashion will not be considered. The Executive Associate Dean for Faculty Affairs and Professional Development (or his/her designee from this office) will be available to serve as an advisor to informal resolution attempt.
- If the grievance cannot be resolved at the department or program level, the faculty member has 10 days following a meeting with the chair or director (or designee) to submit the

grievance in writing to the Executive Associate Dean for Faculty Affairs and Professional Development. This written document will state:

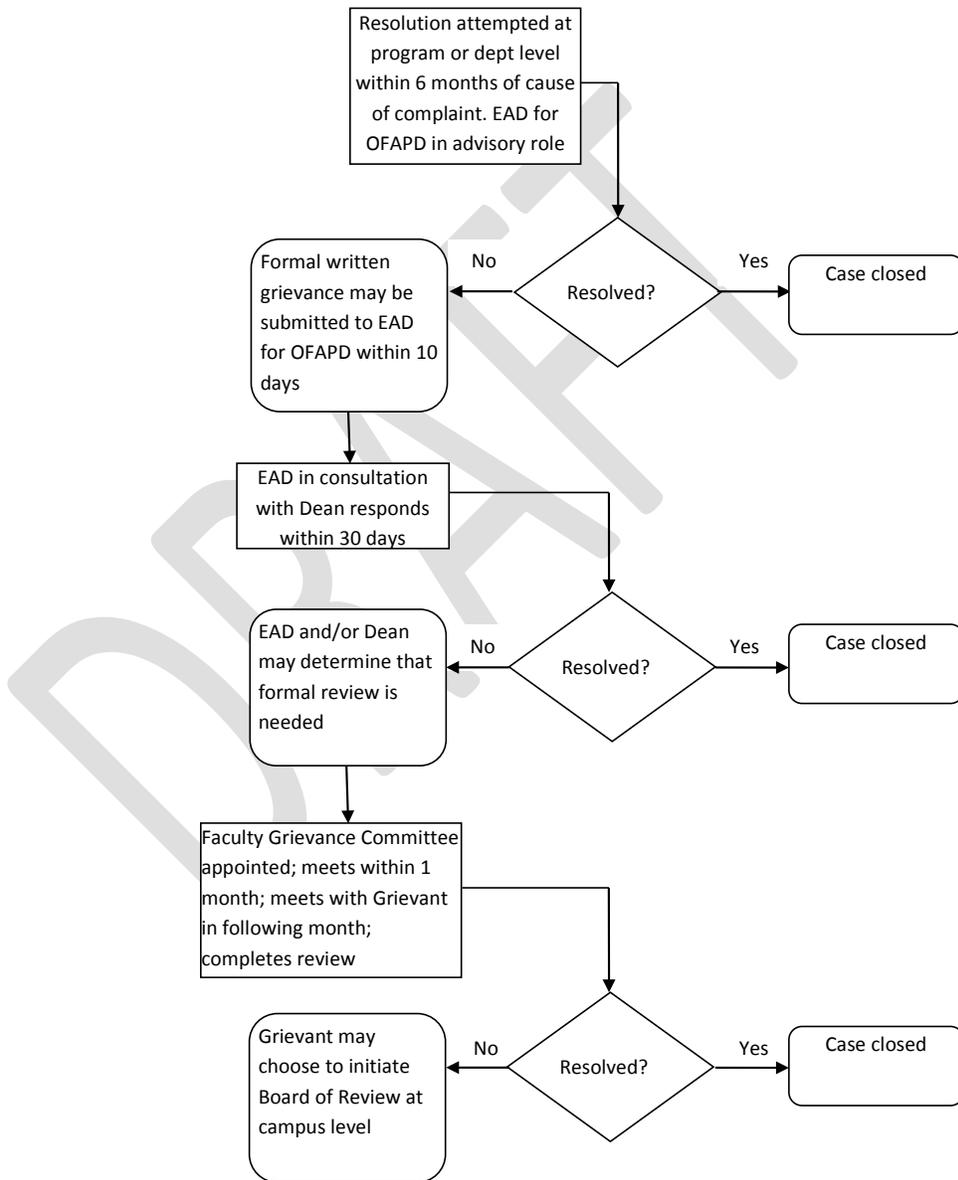
- The category or categories of the actions being grieved (dismissal, academic freedom, non-reappointment, tenure, promotion, salary adjustment, and/or nature and conditions of work);
  - A concise summary of the nature of the grievance;
  - The steps taken prior to filing the grievance; and
  - The redress sought.
- The Executive Associate Dean for Faculty Affairs and Professional Development, in consultation with the Dean, will respond within 30 days of receiving the written statement. The Dean and/or EAD may hold meetings and review evidence in reaching a resolution. The employee has the right to present information, to be present for formal proceedings, if any, convened to make a recommendation and to have access to any documents or information considered as part of this process. If it is determined that a formal review by the Faculty Grievance Committee is needed, the President of the Faculty will be notified and the committee appointment process will begin.
  - The faculty member can contact the President of the Faculty at any time to seek advice about a potential grievance.
  - If discrimination or sexual harassment is alleged in the complaint, a copy of the complaint shall also be sent to the IUPUI Office of Equal Opportunity. The determination of whether discrimination or sexual harassment has occurred is in the purview of that office. The Faculty Grievance Committee shall not render an opinion concerning the existence of discrimination or sexual harassment or other matters within the purview of the IUPUI OEO.
  - The Committee is expected to convene a meeting within one month after the Dean has asked the Committee for assistance in resolving the grievance. The Committee is expected to meet with the Grievant within the subsequent month following this initial meeting.
  - The Committee shall have access to any documentation held by the administration that is relevant to the grievance.
  - The Grievant and the Dean or the Dean's designee may have up to two other persons present at the hearing, but all parties must be informed as to the names and purposes for attending the hearing and must agree to their presence. Those representatives/observers may confer with the individual(s) they have been asked to represent, but representatives/observers do not have a right to address the committee or otherwise actively participate in the process.
  - The Committee is expected to provide its advice in writing to the Grievant and to the Dean within two weeks of concluding its review. The Dean's decision will be final.
  - The proceedings, information gained, and conclusions of the review shall be held in confidence to the extent practicable but will be recorded for the purpose of internal review.
  - The Grievant may withdraw a complaint at any time.

If the resolution is not satisfactory, the grievant may initiate procedures at the IUPUI campus level. This includes IUSM faculty appointed at a Regional Medical Education Center since their faculty appointments are specific to the IUPUI campus and the School of Medicine irrespective of the geographic location of the faculty member's day-to-day activities, duties and responsibilities. While all grievances must be heard at the School level before moving to the campus level, utilization of the IUSM Faculty Grievance Committee shall not supplant, hinder or preclude the right of a faculty member to obtain a formal IUPUI Board of Review hearing. The Grievant should pursue only one avenue of redress at a time. The campus level grievance policies are governed by Bylaw Article IV of the IUPUI faculty constitution.

**Comment [MED1]:** This language is included in offer letters for tenure and clinical track faculty

School of Medicine Steering Committee, October 1991, updated March 2013

DRAFT



# State of the Faculty Report 2012

Steve Bogdewic, PhD

Executive Associate Dean for Faculty Affairs and  
Professional Development

[ofapd@iupui.edu](mailto:ofapd@iupui.edu)



**SCHOOL OF MEDICINE**

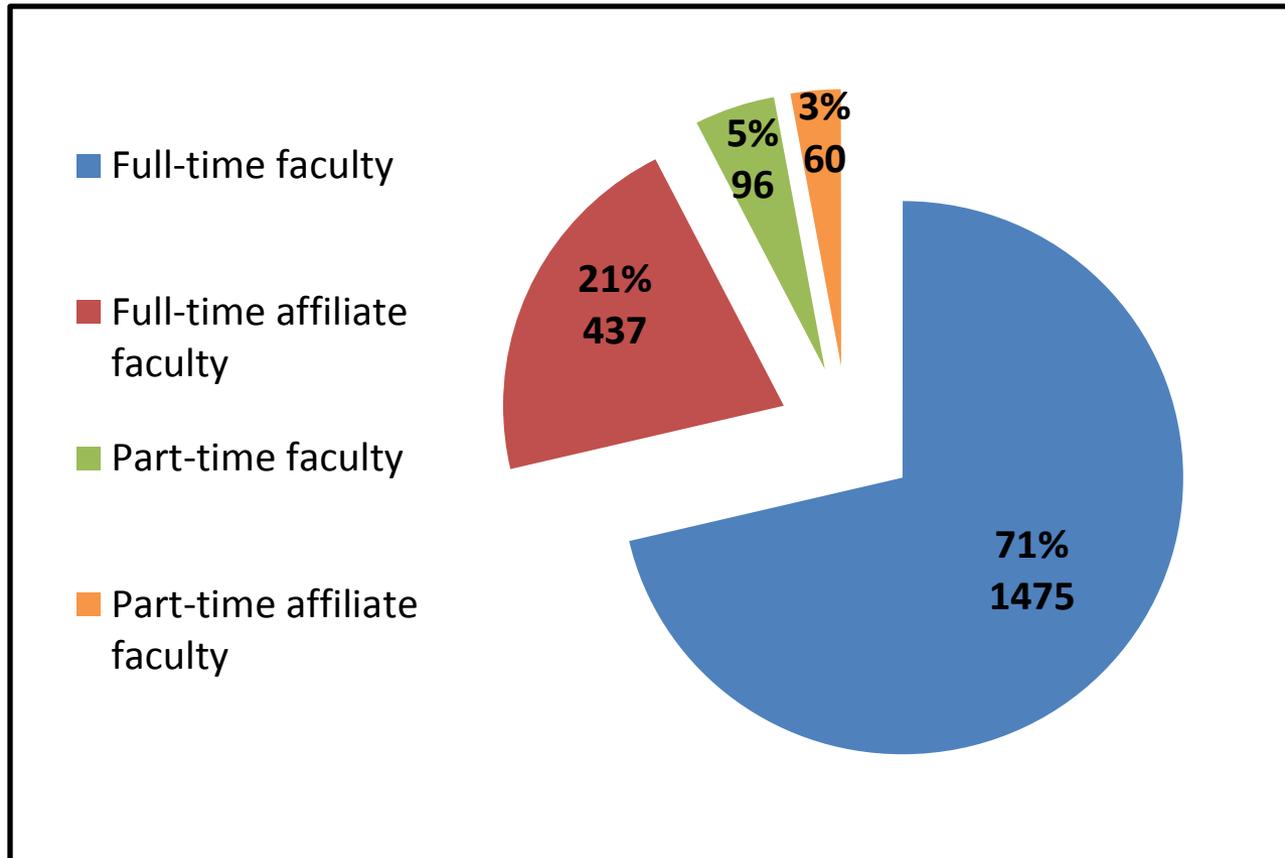
INDIANA UNIVERSITY

# About the Report

- Collected in August, 2012
- n = 2,068, full-time and part-time, with affiliates
- n = 1,912, full-time and affiliates only
- n = 1,475, full-time only



# Total IUSM Faculty

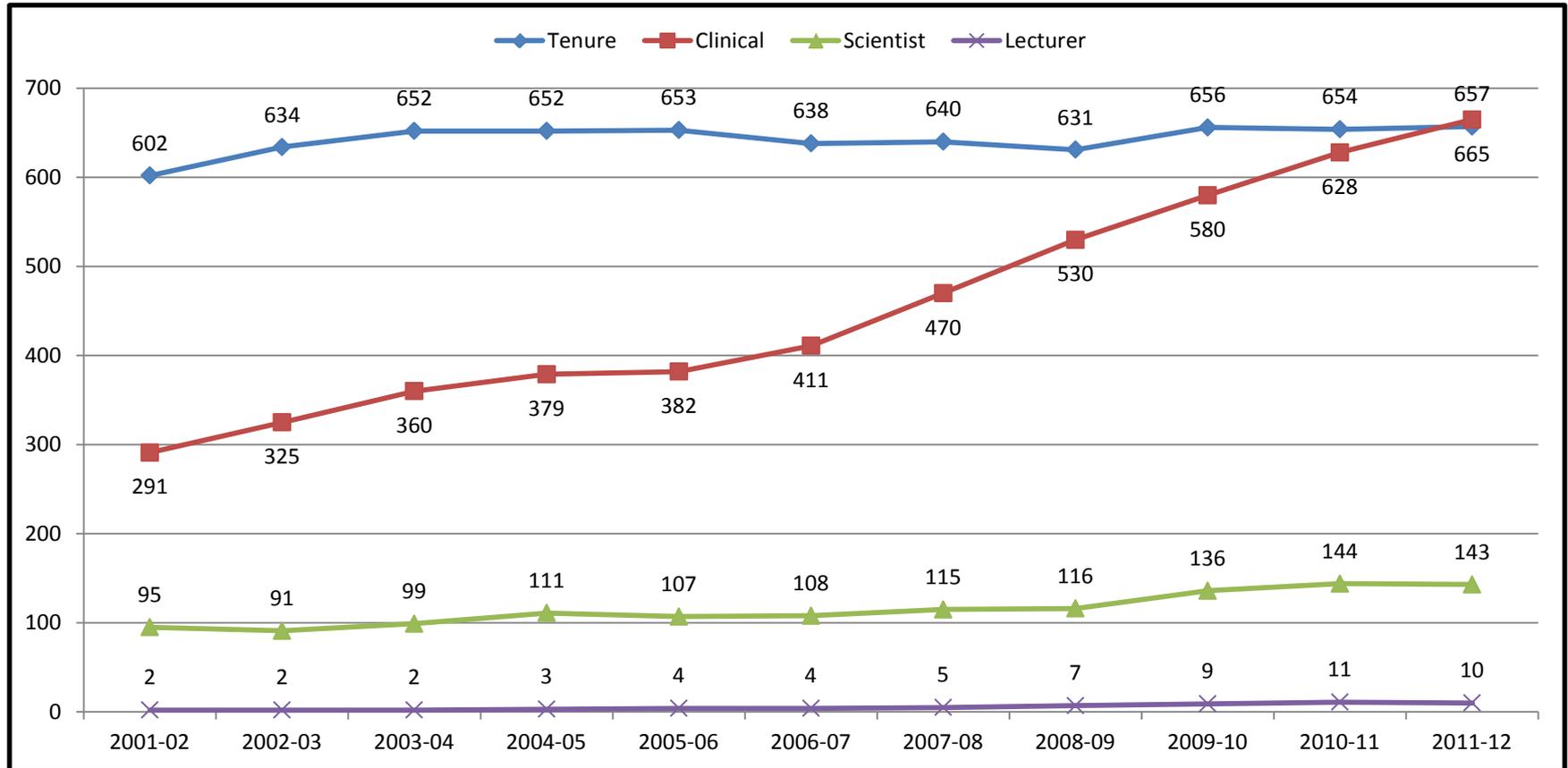


# Point of Interest

- Since 2002, our number of full time clinical faculty has almost exactly doubled, while the number of clinical faculty promoted each year has been relatively flat (to Full) or decreased (to Associate).



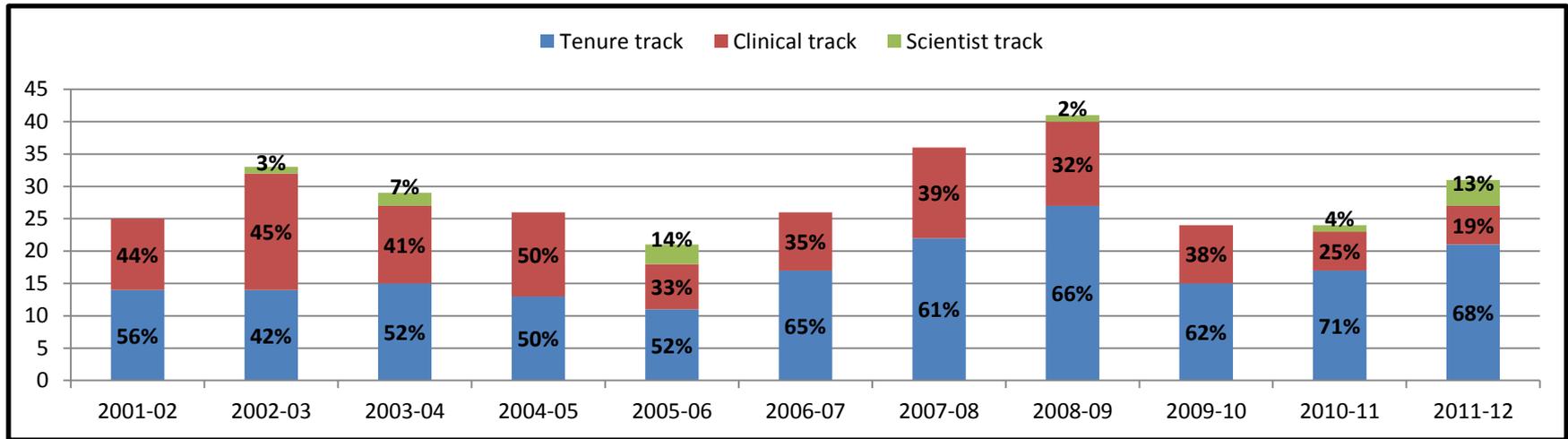
# Full-Time Faculty By Track Over Time



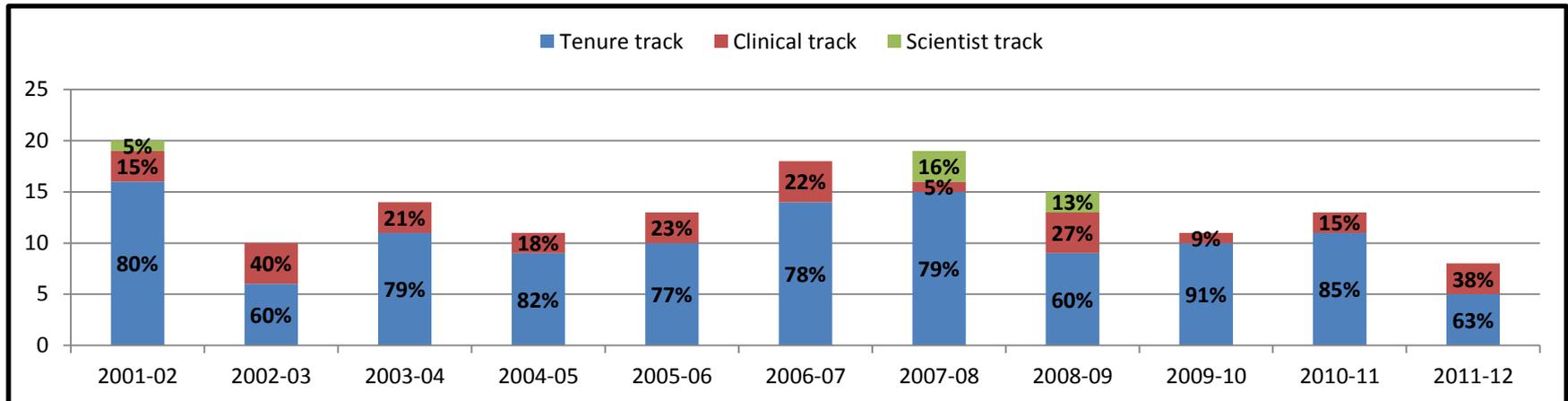
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# Promotions to Associate

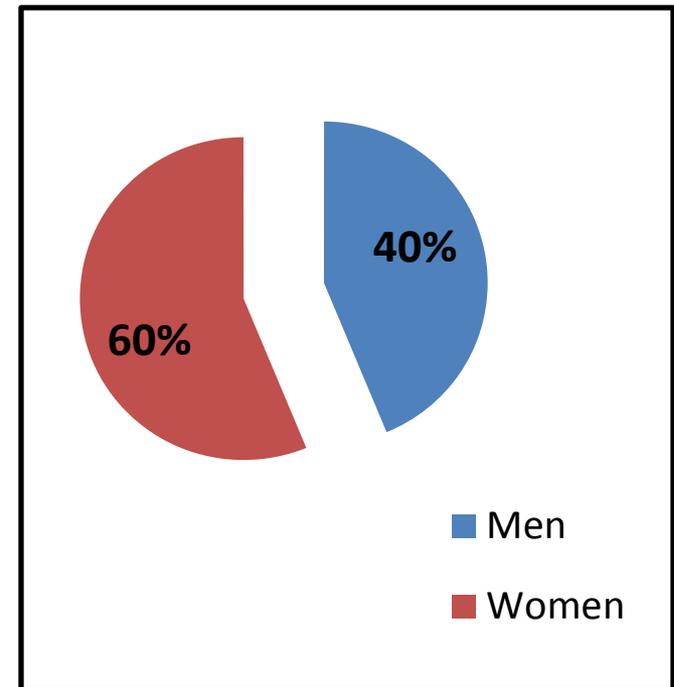


# Promotions to Full



# Point of Interest

- The gender of part time faculty has changed over time.
- In 2008, only 23% of part time faculty were men.
- By 2012, that number has increased to 40%.

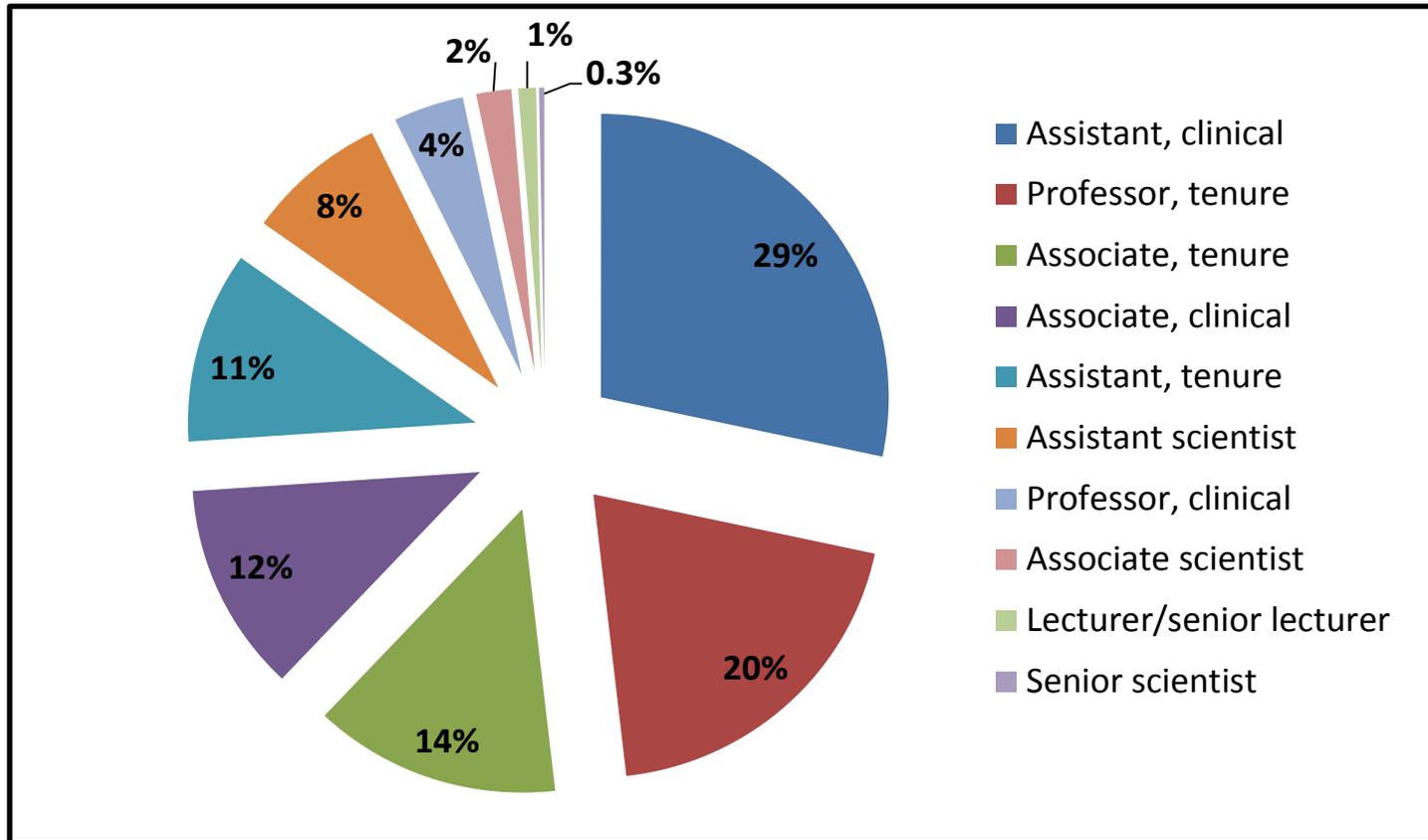


# Point of Interest

- Since 2008, the percentage of our faculty at the Full Professor level (clinical and tenured) has remained the same: 24%.
- However, the percentages have almost reversed.
  - So, in 2008, 19% of our faculty were Full Clinical Professors and 5% were Full Tenured Professors.
  - However, in 2012, only 4% of our faculty are Full Clinical Professors and 20% are Full Tenured Professors.



# Full-time faculty by rank and track

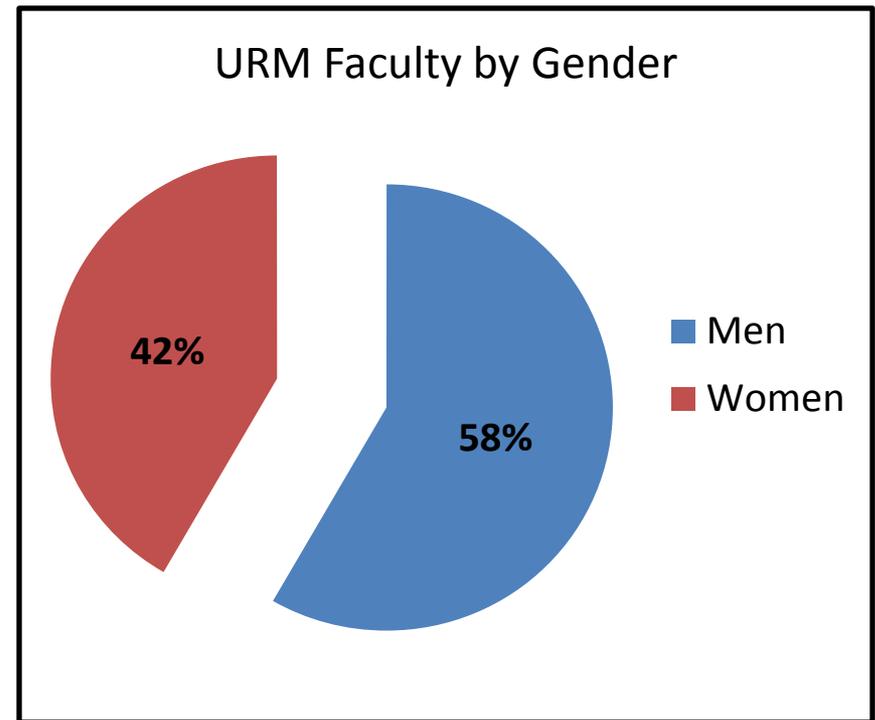


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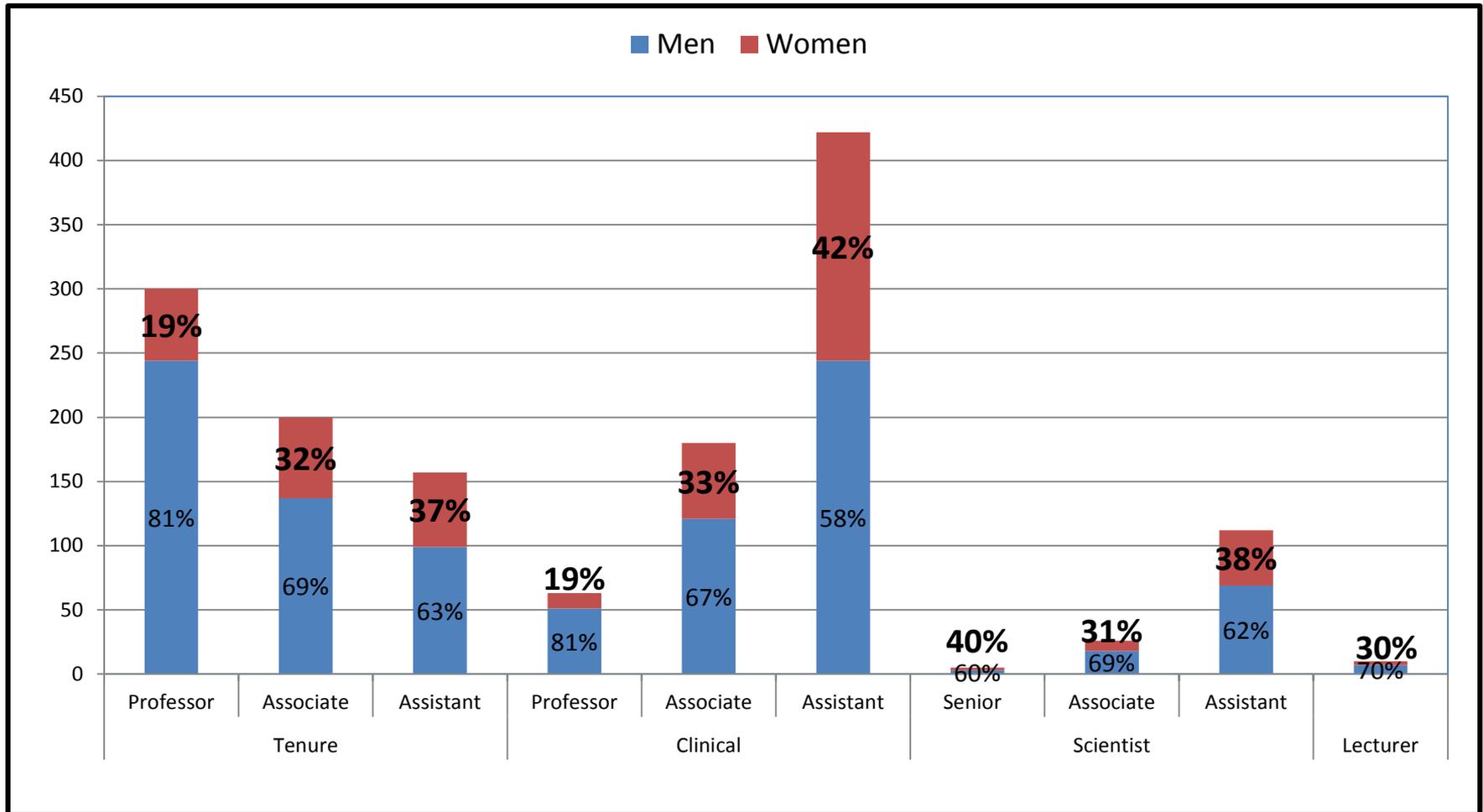
INDIANA UNIVERSITY

# Point of Interest

- At the assistant professor level, 42% of our faculty are women. This is not quite at the level of the medical student population, but it is approaching.
- And, of our URM faculty, 42% are women.



# Full-time faculty rank and track by gender



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# Point of Interest

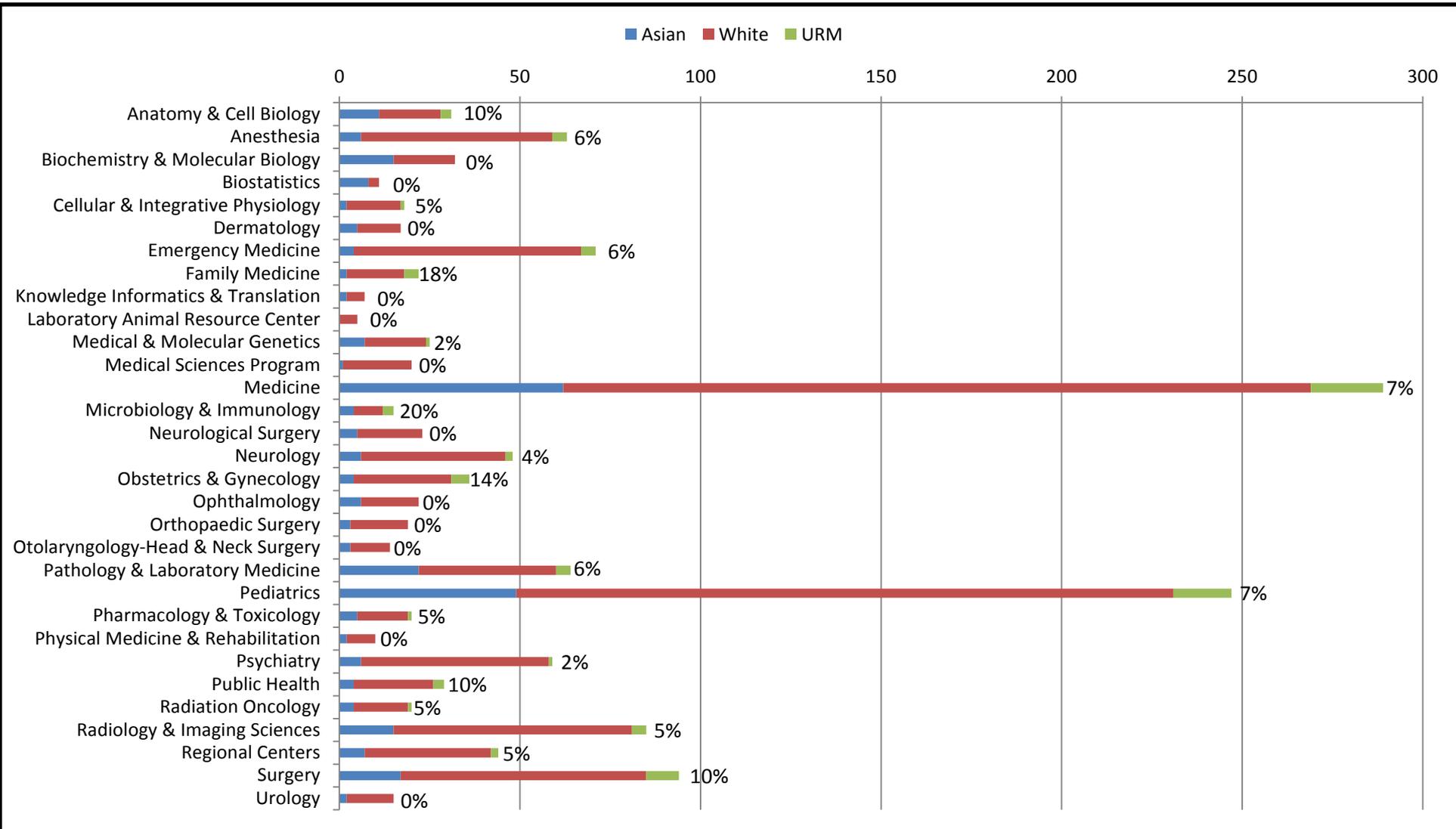
- ***The State of Indiana URM population is approximately 14%. IUSM faculty ranges by department from 0% to 14%. There is still more important work for us to do!***



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# URM Faculty by Department



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# YOU. ARE. VITAL.

How IUSM Uses Faculty Surveys and Data  
to Inform Policy and Practice.



**INDIANA UNIVERSITY**

OFFICE OF FACULTY AFFAIRS  
AND PROFESSIONAL DEVELOPMENT

School of Medicine

# YOU. ARE. VITAL.

Faculty are the single greatest resource of any academic institution. Developing new models to educate the next generation of the healthcare workforce, generating research that improves care, and transforming clinical practice for tomorrow all require that medical schools recruit, retain, and advance the most talented and diverse faculty possible. Since 2006, the Office of Faculty Affairs and Professional Development (OFAPD) has been collecting data from faculty to inform our work. We know faculty receive many surveys and requests for information. So, we wanted to share how we use your thoughts and input to inform our practices and programs.

## VITALITY AND THE FACULTY VITALITY SURVEY<sup>®</sup>

In 2006, OFAPD developed a survey to measure faculty vitality; not just satisfaction, but also productivity and engagement. The instrument contains demographic variables and subscales measuring perceptions of the following categories:

- **Institutional Climate and Leadership**
- **Career and Life Management**
- **Faculty Development**
- **Satisfaction**
- **Engagement**
- **Productivity**

The most recent administration of the survey in 2011 garnered a 42% response rate, and illustrated that nearly **33% of the respondents were very satisfied and 47% were somewhat satisfied with their careers.**

**80%**  
**OF RESPONDENTS WERE VERY  
OR SOMEWHAT SATISFIED WITH  
THEIR CAREERS.**

### WHAT WE LEARNED

In 2011, nearly 40% of the IUSM faculty respondents strongly agreed that mentoring is highly important to academic vitality yet one in four of these faculty reported they do not have a mentor. In response to these findings, OFAPD convened a mentoring task force and developed two programs:

- **The Mentoring Portal.** This online portal offers a host of mentoring resources and toolkits for both mentors and mentees. The website can be used as an online step-by-step mentoring relationship planner or as a supplement to individual or departmental mentoring practices.
- **The Excellence in Faculty Mentoring Award.** Two awards will be given each year to honor outstanding mentoring work across the institution. The awards will be vetted by the awards committee and granted by the Dean.

Additionally, the 2010 tenure clock extension was an initiative sparked by vitality data as a way to provide faculty, assistant professors in particular, more flexibility in the timing of their review. Since its passage and implementation, **it has been cited as a national exemplar of faculty policy reform.**

## CHAIR 360<sup>°</sup> SURVEY

Every other year, the IUSM conducts a 360<sup>°</sup> survey of faculty to review and evaluate the performance of their department chairs. The most recent administration of the survey in 2010 garnered a 31% response rate. Each of the 21 survey items are mapped to six competency areas:

- **Leadership and team development**
- **Performance and talent management**
- **Emotional intelligence, self-awareness, and personal attributes**
- **Vision and strategic planning**
- **Communication skills**
- **Commitment to the tripartite mission**

The feedback is anonymous and presented in the aggregate. Each chair receives his or her feedback in a meeting with the Dean. Data are also aggregated at the school level and across departments to review trends in leadership, promising practices, and areas of development for department chairs at-large.

### WHAT WE LEARNED

Data from the 360<sup>°</sup> survey in 2010 and faculty vitality survey<sup>®</sup> in 2011 reported that **leadership skills were a key factor in the success of department chairs, and ultimately the vitality of the faculty.** In a two-part response, OFAPD first developed a Chairs Leadership Development series—a collection of quarterly workshops designed to encourage chairs to consider ways to build skills in team development, mentoring, and faculty recruiting. Secondly, OFAPD has improved search and screen procedures in order to hire motivated chairs and faculty who are a good fit with our institution. With the recent hire of an

**LEADERSHIP  
SKILLS WERE A KEY FACTOR IN  
THE SUCCESS OF DEPARTMENT CHAIRS**



Executive Recruiting Specialist OFAPD will share these processes and programs with academic units across the institution.

## WORK/LIFE BENCHMARKING SURVEY

In 2012, IUSM participated in a national awards competition sponsored by The Alfred P. Sloan Foundation—The Sloan Awards for Faculty Career Flexibility—in collaboration with the American Council on Education (ACE). In order to be considered for the award, each participating institution administered a survey gauging faculty understanding and experiences related to institutional work-life policies. Survey items were grouped into flexibility categories:

- **Support for managing work and personal/family responsibilities**
- **Partial relief from faculty duties for family care and personal disability with consistent/reduced pay**
- **Extension of time for review for promotion and tenure**
- **Full leaves for biological and adoptive mothers and fathers**
- **Full leaves for personal disability not related to childbirth**
- **Part-time appointments with proportional pay**
- **Career satisfaction**

**IUSM**  
**WAS ONE OF FIVE**  
**SCHOOLS IN THE**  
**U.S. TO RECEIVE THE**  
**\$250,000 AWARD**

### WHAT WE LEARNED

One area of opportunity for us was in the IU Health Physicians benefits package, which included no paid family leave. The Women's Advisory Council's subgroup on work-life policies convened a meeting with IU Health representatives and formed a focus group to study the issue. The focus group evaluated and compared the IU Health benefits to those of comparable practice plans and based on that information, a policy for paid maternity leave was drafted, revised, and approved in 2011. Additional areas of opportunity were identified in communication and education about institutional policies; increased support for flexibility in the practice plan; support for dependent caregiving demands; and part-time and senior faculty engagement. As a result of this work, **IUSM was one of five schools in the U.S. to receive the \$250,000 award** to enhance promising practices for faculty career flexibility at their institution. This funding will be used to explore ways to engage senior and emeritus faculty, dual career hiring, and flexible scheduling options.

## DIVERSITY ENGAGEMENT SURVEY

In 2011, IU School of Medicine was one of 14 U.S. medical schools to participate in the Diversity Engagement Survey (DES). This instrument was developed and analyzed by the University of Massachusetts Medical School (UMMS) Office of Diversity and Equal Opportunity in collaboration with the Association of American Medical Colleges (AAMC). The survey measured the inclusiveness of the academic learning environment and defined IUSM's areas of strengths and improvement regarding organizational inclusion. Faculty, staff, and learners participated. The 22 survey items were mapped to eight inclusion factors

- **Trust**
- **Appreciation of individual attributes**
- **Sense of belonging**
- **Access to opportunity**
- **Equitable reward and recognition**
- **Cultural competence**
- **Respect**
- **Common purpose**

### WHAT WE LEARNED

IUSM scored at or above the mean (more favorable) on almost every item. Additionally, in looking at statistically significant differences on the subscales, IUSM scored significantly more favorably on equitable reward and recognition; trust; and respect.

Indicative of the findings from the Diversity Engagement Survey, the number of new underrepresented minority faculty hired has increased significantly in recent years. **Between 2000 and 2005, the average number of new underrepresented minority faculty hired per year was 4.8; since then, the average per year is 11.2.**



## OUTCOMES FOR IUSM

IU School of Medicine's OFAPD greatly values the input of our faculty. As such, much of the collected data inform the types of programmatic and policy interventions developed at the school level. These data enable OFAPD to make evidence-based decisions on which faculty development offerings and initiatives best suit the needs of our faculty. Ultimately, we are interested in understanding what motivates faculty, what retains faculty, and what makes all faculty – men and women, URM and majority – satisfied, engaged, and productive.

**Our faculty surveys and assessment tools are not simply isolated research projects. They are essential elements of a systemic approach to faculty and organizational development within the IU School of Medicine.**

[faculty.medicine.iu.edu](http://faculty.medicine.iu.edu)



IUSM Awards Committee, April 2013

Responsibilities: The Awards Committee is responsible for managing the process of selecting recipients for the School's two major awards – the Steven C. Beering award for Advancement of Biomedical Science (since 1984) and the Mark Brothers Award (since 1999). In addition, the Committee is responsible for identifying significant external awards, awards for which SOM faculty will be nominated as viable candidates. This includes major national awards and competitive grant nominations (such as Howard Hughes, Burroughs Wellcome), as well as local honors, including IJB awards, Indianapolis Monthly, local organizations, etc. Whenever there is a restriction in the number of candidates that can be nominated per School, the Committee will conduct the selection process and recommend a nominee/s.

The named awards recipients are asked to visit IUSM for 3 days and give 1-2 lectures to the scientific community, in addition to meeting with faculty and trainees. The Beering awardee receives \$25,000, and the Brothers awardee \$4,000. Five Beering winners have won Nobels before or after the Beering.

Mark Brothers Award: 2013 Mark Brothers Award will be presented to Jayakrishna Ambati, M.D., Professor and Vice Chair of Ophthalmology and Visual Sciences, University of Kentucky. There were 7 nominees. Dr. Ambati works in the area of vascular development and angiogenesis as it relates to eye disease. He has multiple NIH-funded grants and distinguished papers in *Nature* and *Nature Medicine*. He discovered soluble VEGF receptors that foster avascularization of the cornea and is working on innovative treatments for delivery of agents to the eye. Dr. Tim Corson is coordinating his visit. The Mark Brothers visit will be October 7-8: from 4:00-5:00 on October 7th Dr. Ambati will be giving a clinical Lecture in the ROC Auditorium, and on October 8<sup>th</sup> Dr. Ambati will present a Basic Science Lecture in R4 101.

(2012): Victor Ling, Ph.D., President and Scientific Director of the Terry Fox Research Institute in Vancouver, British Columbia, presented the 2012 Mark Brothers Award lecture on May 31, in the Walther Hall (R3) auditorium. This event was available via live Web streaming. Dr. Ling works in the area of multi-drug resistance in cancer.

Steven C. Beering Award: 2013 Steven C. Beering Award will be presented to Roger Davis, Ph.D., Chair and Professor of Molecular Medicine, University of Massachusetts Medical School. Dr. Davis is a Howard Hughes investigator and his work led to the discovery of the JNK family of kinases that mediate critical stress responses. His high impact results cross disciplines and are relevant to cancer, aging, diabetes, and neuronal function and memory. There were 17 candidates with 5 of those being holdovers from the previous year. Drs. Reuben Kapur and Peter Roach are coordinating his visit. The Beering visit will be October 28th-30th. The Beering Lecture will take place on October 30th at 9:45 a.m. in the ROC Auditorium. The student lecture is still being decided.

(2012): Eric N. Olson, Ph.D., Professor and Chair of Molecular Biology at the University of Texas Southwestern Medical Center. He presented the 2012 Beering Award lecture on Oct. 17 in the Riley Outpatient Center auditorium. Dr. Olson works in the field of cardiac development.

Other Awards: The Committee also nominated others for national awards: Dr. Richard Gunderman has been awarded AAMC's Alpha Omega Alpha Robert J. Glaser Distinguished Teacher Award (Nov. 2012). Our Committee supported his application as IUSM nominee last year. He is the first IU faculty member to receive this honor.

Ongoing efforts: 1) earlier award nominee requests; 2) allowing hold over of outstanding nominees (5 for Beering in 2013); 3) efforts to fit the speaker with an enthusiastic and appropriate 'host' department or division; 4) nominee notification of award requirements.

Ken White, PhD,

On behalf of the Awards Committee

cc: Nuria Morral, Ph.D.

IU School of Medicine  
Faculty Election Results

	2013-2015	
President-Elect of the Faculty	Abigal Klemsz	
Secretary-Elect of the Faculty	Emily Walvoord	
Regional Campus Representative to the FSC	Gabi Waite	
IUHP (IUMG) Representative on the FSC	Tim Taber	
IUPUI Faculty Council (13 at any time)	Rafat Abonour Thomas Birdas Jodi Smith (President) Abigal Klemsz (President-Elect)	Richard Nass Mehdi Nassiri Alan Ladd (Secretary) Emily Walvoord (Secretary-Elect)
University Faculty Council Nominees	To Be Nominated by FSC President	
<b>Committees</b>		
Academic Standards Committee	Michael McKenna	Jennelle Richardson
Admissions Committee	Brian Decker	Edward Liechty
Awards Committee	John (JT) Finnell	Theresa Rohr-Kirchgraber
Biomedical Research Committee	Paul Dexter	Linda DiMeglio
Curriculum Council	Douglas Carr	Thomas Fox
Faculty Community Relations Committee	Richard Gunderman	Jennifer Walthall
Faculty Development Coordination Committee	Scott Renshaw	Curtis Wright
Lecturer & Clinical Rank Committee	Deborah Givan	Dennis Wagner
Promotion & Tenure Committee	Indra Das	Mimi Kokoska
Student Promotions Committee	Kathleen Boyd	Kenneth Lazarus

**FACULTY STEERING COMMITTEE  
SIGN-IN SHEET**

April 18, 2013

Name	Role	Initials
Matthew R. Allen, Ph.D.	Biomedical Research	
D. Craig Brater, M.D	Dean, Ex-Officio	
Jennifer N. Choi, M.D.	Academic Standards	<i>JN</i>
Deborah K. Cowley	Academic Admin, Ex-Officio	
David L. Daleke, Ph.D.	Regional Rep	
Mary E. Dankoski, Ph.D.	Secretary, IUPUI FC Rep	<i>MDankoski</i>
Mark Di Corcia, M.D.	Student Promotions	<i>(MDC)</i>
Timothy J. Ellender, M.D.	Curriculum Council	
Patricia J. Gallagher, Ph.D.	Graduate Studies	<i>PJG</i>
Thomas A. Gardner, M.D.	IUHP Rep	
Richard B. Gunderman, M.D., Ph.D.	Past-President	
Susan J. Gunst, Ph.D.	Promotions and Tenure	
Sandeep K. Gupta, M.D.	Lecturer and Clinical Rank Faculty Promotions	
Nasser H. Hanna, M.D.	Admissions	
Krista Hoffmann-Longtin, M.A.	OFAPD, Ex-Officio	
Alan P. Ladd, M.D.	Secretary-Elect	<i>ALadd</i>
James A. McAteer, Ph.D.	Faculty Development Coordinating	<i>JMcAteer</i>
Jodi Smith, M.D., Ph.D.	President-Elect	<i>Jodi L. Smith</i>
Chandru Sundaram, M.D.	IUHP Rep	<i>CSundaram</i>
Robert V. Stahelin, Ph.D.	Regional Rep	
Elizabeth C. Whipple, M.L.S.	Community Relations	<i>EW</i>
Kenneth E. White, Ph.D.	Awards	<i>KEWhite</i>
Jerry V. Young, M.D.	President	

*Stephen P Bogdanic, PhD EAD, OFAPD*