Interfaculty Council Meeting Minutes  
FY 2017 – March 15, 2017– UCT-1726

Present: Dr. Gurur Biliciler-Denktas, Dr. Ryan Quock, Dr. Lanny Ling, Dr. Jake Chen, Dr. Joseph Alcorn, Dr. Joan Bull, Dr. Marie-Francoise Doursout, Dr. Veronica Gonzalez, Dr. Syed Hashmi, Dr. Heidi Kaplan, Dr. Jessica Lee, Dr. Zi Yang Jiang for Dr. Amber Luong, Dr. David Marshak, Dr. Donald Molony, Dr. David Volk, Dr. Trevor Cohen, Dr. Elmer Bernstam, Dr. Ashley Clark, Dr. Cameron Jeter, Dr. Elizabeth Scott, Dr. Myron Arnaud, Dr. Stacy Drake, Dr. Rebecca Tsusaki, Dr. Ruosha Li for Dr. Linda Highfield, Dr. Lee Revere, Dr. Ross Shegog, Ms. KoKo Tawaki Taylor, Ms. Brittany Jewell, and Mr. Eric Solberg

Absent: Dr. Amber Luong, Dr. Amy Franklin, Dr. James Langabeer, II, Dr. Allison Edwards, Dr. Craig Hanis, Dr. Linda Highfield, and Dr. Michael Blackburn

Guests: Mr. Anthony Cuolo, Dr. Ann Killary, Dr. Julie Izzo, and Ms. Jocelyn Greves

Ex-Officio Attendees: Dr. Kevin Morano and Dr. Anne Sereno

Administrative Personnel: Ms. Terrie Schade-Lugo and Ms. Yuliana Nunez

I. CALL TO ORDER
   Dr. Gurur Biliciler-Denktas, 2016-2017 IFC Chair, called the meeting to order at 11:35 AM.

II. APPROVAL OF THE MINUTES
   Dr. Denktas advised that in the interest in time with our special guest, the Minutes for the IFC Meeting on February 15, 2017, will be provided at the April 19, 2017 meeting for review and approval.

III. NEW BUSINESS

Shared Governance
   Anthony A. “Tony” Cuolo, III, Associate Vice Chancellor

Mr. Anthony A. “Tony” Cuolo, III, Associate Vice Chancellor (AVC) for Leadership Development and Veteran Affairs at UT System (UTS) presented on Shared Governance. A copy of the presentation is attached and made a part of these minutes.

AVC Cuolo advised that he wears many hats at UTS and one of them is being liaison to the UT Faculty Advisory Council (FAC). The FAC membership consists of the current and past (or next) President of every Faculty Senate from each of the 14 institutions. The FAC meets quarterly and the subcommittees meet more frequently. The FAC is the voice of the faculty, at the UTS level, to Chancellor William McRaven (Chancellor). AVC Cuolo advised that he is visiting the IFC as the FAC liaison and the Chancellor’s representative on the topic of Shared Governance. His asked his team to introduce themselves: Julie Izzo, M.D., Associate Professor of Translational Molecular Pathology at UT MD Anderson Cancer Center (UTMDACC), Co-chair of Shared Governance Subcommittee of the FAC, current Faculty Senate member at the UTMDACC, and participates on the UTMDACC Shared Governance Committee; Ann Killary, Ph.D., Professor of Translational Molecular Pathology at UTMDACC and past Chair of the UTS FAC; and Ms. Jocelyn Greves, Assistant to AVC Cuolo and Coordinator of the FAC.

Background Context:
• In UTS-level FAC discussions in 2015, shared governance was routinely raised as an issue affecting more than one institution.
• The UTS FAC decided to commission a study and the results were presented in a White Paper to the FAC in January 2016. The White Paper on Shared Governance highlights that shared governance is a System-wide issue (bottom line is that there is uneven application of the concept).
• The FAC formed an interdisciplinary subcommittee; developed recommendations; identified first step to address the issues was to define “Shared Governance” to establish common understanding.
• The FAC presented the findings and recommendations to Chancellor in April 2016.
• The Chancellor received, modified, and approved the “UT System Philosophy of Shared Governance” (Philosophy) in June 2016 and then engaged the Presidents requesting their consideration and comments.
• The Chancellor sent a second note to the Presidents in February 2017, reinforcing the importance of balancing shared governance and presidential responsibility. At the same time, he alerted the Presidents to the “AVC traveling team” effort to promote discussions at the institution level.

AVC Cucolo explained the Philosophy:
• Total commitment to collegial, cooperative, and trust-based organizational leadership that enables meaningful combined participation by the administration and the faculty in the management of an institution’s operations.
• A devoted partnership among all stakeholders to a clearly defined and broadly affirmed institutional vision.
• A standing elected faculty governance organization recognized as the voice of the faculty.
• Consistently open and transparent communication without threat or fear of reprisal.
• While recognizing it is the President who is accountable for all the institution does or fails to do, an appropriate level of shared responsibility and accountability in decision making exists along with a bias for action and follow-up on all institutional decisions.
• An overall organizational culture of caring, mutual respect, and commitment to collectively address any challenge.

Questions/ Discussions/ Information:
AVC Cucolo asked the attendees if there is a role for faculty evaluating their leadership and providing some kind of 360 or equivalent evaluation of leadership. He advised that step one in this journey is to bring the 14 institutions as close as possible to the Philosophy.
• After listening to the many groups at the institutions, AVC Cucolo meets with the campus Presidents to provide information on areas where there are gaps between what is happening on their campus and the aspirational ideal. At that point, he will discuss the gaps and provide recommendations on how to close the gaps, understanding that it is up to the campus Presidents on how the gaps are closed at their institution. AVC Cucolo will offer services and resources if the President elects to have AVC Cucolo participate.

AVC Cucolo was asked whether there is a role for 360.
• Yes, however, the Chancellor prefers to give latitude and minimize his specific directives to the Presidents.
• It is the nature of the academic and medical professions that the ladder of achievement is climbed based on individual success. When you are put in a position where you must care for, empathize, and feel for others, you may not be equipped to do that if your entire world revolves around your personal success.
AVC Cucolo advised that the Chancellor created the AVC leadership development position because his vision is to bring formal leadership development to the academic and medical professions. What we want to do is train, educate, then assign or promote.

- Dr. Julie Izzo advised that the formation of the Shared Governance Committee has made a difference because now individuals talk and understand the common goals. At UTMDACC, we are voting on budgets and are included in a level of institutional governance that previously did not exist.
- Dr. Ann Killary stated that although the Chancellor has not been with UTS very long, the success of Shared Governance can be attributed to his fostering of constant communication and support; our (UTMDACC) faculty now feel empowered to run for the Senate elections, with no fear.
- The attendees advised that there is only one 360 review program at UTHealth and it is for the department chairs in the Medical School.
- AVC Cucolo stated that the number one reason for the Philosophy, is that the Chancellor believes that if employees/faculty are involved in the decision-making, better decisions are made, and the climate of the organization is more positive. Another reason is there is a feeling that aspects of higher education are turning into a business. The perception is that decisions being made at the executive level are being made based on the financial bottom line. The Philosophy is supposed to help those decisions have the voice of the organization heard. At some point, the status of Shared Governance will become part of the Presidential evaluation.

AVC Cucolo asked the attendees to discuss their schools the relationship with their Deans.

- Medical School:
  - Faculty Senate reviewed the Shared Governance Initiative and decided that there were a few things that could be changed. It was clear that there is a mutual respect between the Faculty Senate and Dean. There were faculty that were involved in the current new vision statement. Only two issues were noted. (1) There was no consistency with meeting with the Dean, as the voice of the faculty senate. We did have a meeting with the Dean to discuss this issue and have now booked a regular meeting time for the discussions to occur each month. (2) We discussed the idea of sharing the many aspects of decision-making. The Dean was approachable to the idea (e.g., more transparency with the budget.)
  - In addition to the Faculty Senate, we have independent committees that are empowered by the Faculty Senate in the Medical School Bylaws, to handle very critical functions. The curriculum is entirely decided by and under the purview of the curriculum committee, by the LCME, and by the Faculty Senate. There are other standing committees that have independent decision-making power with guidance from the Dean’s office through the Associate Deans.

- School of Dentistry:
  - Expressed having a good working relationship with the Dean.
  - President of Faculty Senate meets with Dean a few times each month.
  - President of Faculty Senate attends the administrative council meetings with all the associate deans at the School of Dentistry.
  - Not as involved in decision-making as in the Shared Governance Initiative covers, i.e., budgets.
  - The Bylaws for the School of Dentistry outline that 3 full meetings of the faculty must be scheduled each year; currently, those meetings are in the Spring, Summer, and Fall. All three are either 1 or 2 day(s) events and are supported with time, refreshments, etc.

- SBMI:
  - The Chair of the Faculty Governance would meet bi-weekly with the Dean and Associate Deans in an executive committee meeting, which discusses issues of importance to the school. It is easy to bring faculty concerns to this meeting.
Faculty Governance Meeting is held month, and this is where any information from the executive committee is delivered and any concerns expressed by the faculty is gathered and provided to the executive committee for consideration.

- School of Nursing:
  - Our Dean holds regular Town Hall Meetings.
  - Our Faculty Governance members meet regularly with Dean Frazier.
  - Dean Frazier comes to the faculty assembly meetings, speaks, and addresses issues.
  - An increase of incoming students is being experienced at the School of Nursing and is of concern to the faculty. The Dean addressed these concerns at the meeting.
  - The Dean will be speaking at the baccalaureate retreat in May, where more issues and concerns will be addressed.

- School of Public Health:
  - Faculty Forum was recently instituted where the administration is disinvited and the faculty speak freely. The information from the meeting is given to the faculty council which meets once a month. The head of the faculty council goes to the executive council and has the ear of the Dean on any issue or concern.
  - Council is mandated for tenure and promotion and the annual activities review. We also have three full faculty meetings each year occurring each semester.
  - The Academic Council addresses decisions regarding curriculum and teaching; and, a Research Council addresses research activities.

- GSBS:
  - We are a unique school made up of two components and have Co-Deans; one is from UTHealth and, one is from UTMDACC. So far, the Co-Deans work very well in tandem and make efforts to be involved with both components’ faculty.
  - The Faculty Presidents rotate between the components. In addition to participating in the executive committee level meetings, there are program committees to attend.
  - Current focus is to reshape the GSBS and, throughout the process the Co-Deans were very hands-on in the evolution of the processes.
  - There is a nomination process for the standing committees’ membership that is voted on and approved by faculty. The components faculty are well-represented.
  - The Faculty President’s role is typically one of the emcee and chief for the Town Halls and faculty meetings. It is extremely well supported by the administrative staff of the GSBS. There are a number of major decisions made by the assembled faculty with the leadership of the Faculty President. An example is that every few years we evaluate the stipends of the graduate students and that typically ends up in an increase -and this is always by vote. The Faculty President attends the program review meetings to be a consistent representation of the faculty.
  - The Co-Deans hold Town Hall Meetings regularly for all GSBS faculty. During the reshaping initiative, the Co-Deans went individually to the different programs to meet with all the program faculty to provide a top view of the budget and to provide rationale as to why the programs were being reshaped.

Open Discussion Items:
Faculty is requesting transparency with the budget at the institute level.

In the recent past, Medical School faculty would come to the Faculty Senate members to try to work things out when an issue is experienced. Some type of mechanism where a faculty could play a role on issues, in order to defuse things, before it gets to formal procedure would be very positive.
AVC Cucolo asked if there is any institutional motivation to serve on the standing committees, or is it altruistic? The attendees advised that it was mostly altruistic; there is no center-wide stipends provided; there are service considerations for promotion provided by participating.

AVC Cucolo asked how the faculty feels about the IFC being seen as the “voice” of the faculty by the faculty and senior leadership. The responses advised that to most of the faculty, the IFC is invisible; however, the Senates and Councils are viewed as the faculty voice.

Dr. Julie Izzo asked whether the faculty administrators are permitted to attend the Senate or Council meetings. The responses indicated that the meetings are open and administrators do attend; and the Senate Chair can close the meeting, if required.

Dr. Ann Killary asked whether the same people are participating on the Senates, and why. The responses were: It is done for mostly altruistic reasons. Time commitment is the main hindrance to participation. Many participate in the Faculty Senates but do not move up due to the time constraints. The junior faculty have to judge the value to adding to their time. Many have a clinical load, teach, and then there is service. It is very difficult for junior faculty to participate due to time demands. Faculty have invested time and efforts in the Senates and, here in the IFC, generating recommendations; would like to see something come out of these efforts. People are willing to serve but some department chairs do not recognize the importance of the communications between the Faculty Senate and faculty and need to set aside time for that communication to happen.

AVC Cucolo thanked the attendees for their attendance and participation. He advised that the burnout issue is of concern to the Chancellor and, stated that what the faculty does, matters. Dr. Killary advised that Dr. Sereno is co-leading the Health Affairs Subcommittee of the FAC that is tackling the subject of physician burnout—not from the stand point of resiliency approach but a hard core attempt to understand the fundamental causes of burnout, which includes loss of faculty voice, loss of decision-making, bureaucracy, not feeling valued, work-life balance, etc. This information was presented to Dr. Raymond Greenberg, Executive Vice Chancellor (EVC) for Health Affairs. The Chancellor is extremely supportive of this project and has committed resources. We are working with paid consultants and the goals of the initiative is to do assessments of the campuses, generate focus groups, and then develop a clinical faculty group that will come together from all campuses to talk about the issues and solutions. These efforts will form a national symposium scheduled for September 25-26, 2017, at UTMDACC. Ultimately, after the symposium, we will write a White Paper and then a book. Our hope is to recommend best-practices to campuses, such as this, where we help change the dynamics to prevent our clinical faculty from doing so much clinical load that they have no time for academic pursuits, no time for work-life balance, and do not feel valued.

IV. UNFINISHED BUSINESS

UTFAC Report
Drs. Anne Sereno and Denktas
No update this time

HOOP 192 – Academic Titles
Tabled awaiting updates from HOOP Committee.
V. ANNOUNCEMENTS

ASSOCIATE VICE PRESIDENT ANNOUNCEMENTS

No announcements.

Dr. Kevin Morano

VI. MISCELLANEOUS DISCUSSION

None

VII. ADJOURNMENT

A motion was made and seconded to adjourn the meeting. The meeting adjourned at 1:19 PM. The next IFC meeting is scheduled for Wednesday, April 19, 2017.

Respectfully submitted by Yuliana Nunez on 04/12/2017.
Approved by Interfaculty Council on 04/19/2017.