

Faculty Senate
Health Sciences Center (HSC)
Council Meeting Minutes
November 19, 2015
3:00 p.m. to 5:00 p.m.

Members Present: Lee Brown (Chair), Coffee Brown (Vice Chair), Donald A Godwin, Stefan Posse, John Grassham, Todd Thompson, Robert Otto Valdez, Pramod Panikkath, Stefan Posse, Melanie Dodd, Jodi Schilz, Scott Ness, Diane Parham, Aloun Mary Vilay, Codruta Soneru, George F (Geoff) Shuster III, Cyril Tabe, and Sushma Dharia

Members Absent: Charles Bellows, Erich Marchand, Richard Lynn, Peter LeBlanc, Robert McDaniels, Jimmy Windsor, Frank Ralls, George Kennedy, and Benny Liem,

Ex-Officio: Leslie Morrison, Vice-Chancellor for HSC, Stefan Posse, Faculty Senate President

Ex-Officio Absent: Paul B Roth, Chancellor for HSC

At Large:

At Large Absent: Thomas Long, Amy Levi, and Dorinda Welle

Staff Present: Candyce Torres, Office of the Secretary (OUS), Administrative Coordinator

Guest Present: Carol Parker, Senior Associate Provost

1. The meeting of the Faculty Senate (FS) HSC Council was called to order at 3:00PM by Vice-Chair Coffee Brown.
2. **Approval of Agenda.** Approved

3. **Approval of Minutes.** Approved

4. **Chair's Report.** Tenure for Clinician-Educators Survey. Chair Brown gave a detailed presentation on this survey.

PURSUING A TENURE-TRACK FOR CLINICIAN EDUCATORS: UPDATE

Lee K. Brown MD

Chair, Faculty Senate HSC Council

Chair, Faculty Senate Governmental Relations Committee

Member, Faculty Senate Policy and Faculty and Staff Benefits Committees

Professor of Internal Medicine with tenure, and Senior Vice Chair, Clinical Affairs

Department of Internal Medicine

Professor of Pediatrics

University of New Mexico School of Medicine

Professor of Electrical and Computer Engineering

University of New Mexico School of Engineering

Tenure-track for Clinician Educators: History

- When the clinician-educator track was created at UNM many years ago, the original proposal by Health Science Center (HSC) leadership was for these faculty to choose to pursue tenure if they desired.
- However, this proposal was not accepted by UNM senior faculty leadership and clinician-educators continue to lack eligibility for tenure, with the exception that they may irrevocably switch to the tenure track once during their employment at UNM.
- Should they switch to the tenure track, criteria for tenure are the same as required of faculty initially on the tenure track.
- Some senior faculty leadership on main campus claim that a major component of criteria for tenure must be scholarship, which they maintain is a track record of funded research resulting in peer-reviewed publications.

Tenure-track for Clinician Educators: History

- Despite this claim, there are examples of departments and schools within UNM that have different criteria for scholarship that do not specify funded research. These departments and schools are not within the HSC.
- Starting last year, the HSC Faculty Council began revisiting this issue. The most recent step was a survey of HSC faculty to gauge the degree of support for the concept of a tenure-track option for clinician-educators.
- Explicitly stated in the survey was the concept that tenure criteria for these faculty would be rigorous, but would include scholarship that was relevant to the work they performed.
- If it were found that there is sufficient interest among HSC clinician-educator faculty, the HSC Council would then develop a detailed proposal to be referred to UNM faculty governance.

Survey

- Sent to all faculty in School of Medicine and Colleges of Nursing and Pharmacy for a 2-week period
- Approximate number of faculty in each component
 - *School of Medicine* ~1000 207 responses (21%)
 - *College of Nursing* ~130 35 responses (27%)
 - *College of Pharmacy* ~60 25 responses (42%)
 - **Total** **~1190** **267 responses (22%)**
- Key question asked:

1. I favor an effort by the HSC Faculty Council to create a proposal for a tenure-track for clinician-educators with the general characteristics described in paragraphs 1 through 3 of the introduction above.

Yes

Yes, but with the following revisions to the general characteristics listed in the introduction:

No, for the following reasons:

| | |
|--------------------------|--|
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |

Statement of Pros and Cons Contained in the Survey

| Pro | Con |
|---|--|
| <p>Tenured faculty have very significant job security. The process for involuntary separation from UNM is rigorous and rarely invoked. Such a decision is made only by the University President and review by the Academic Freedom and Tenure Committee (AF&T) is automatic. The burden of proof for an adverse decision falls on the University President. Appeal of an adverse decision must be made to the Board of Regents. For non-tenured faculty, the individual must request AF&T review and the burden of proof is on the faculty member. Appeal of an adverse decision can be made to the University President and if the adverse decision is upheld, an appeal may be requested from the Board of Regents.</p> | <p>Clinician-educators with the rank of Associate or Full Professor benefit from the 3-year rolling contract as long as annual reviews are not unfavorable, which provides significant job security. Clinician-educators with the rank of Associate or Full Professor who receive a less than satisfactory annual evaluation are issued a 2-year contract. Clinician-educators with the rank of Assistant Professor are issued 1-year contracts. Tenure track faculty with the rank of Assistant Professor remain on Probationary Status, with 1-year contracts, for up to 6 years. Tenure track faculty are exposed to the risk of an adverse decision on their tenure application, at which time they are issued a one-year terminal contract and must separate from the University.</p> |

Statement of Pros and Cons Contained in the Survey

| Pro | Con |
|--|--|
| <p>Election to membership on the AF&T Committee is limited to tenured faculty, although decisions made by this body may affect clinician-educators. Election of clinician-educators to this body could provide valuable insight to AF&T decisions regarding these faculty.</p> | <p>The AF&T Committee is constituted to protect academic freedom and job security for all faculty, including clinician-educators.</p> |
| <p>Lack of a tenure track for clinician-educators creates 2 classes of faculty, which some may view as unfair.</p> | <p>Clinician-educators are entitled to all of the rights and privileges of UNM faculty, including election to the Faculty Senate, voting for Faculty Constitution amendments, and appointment to any and all Faculty Senate committees and University governance bodies except for the AF&T Committee.</p> |

Statement of Pros and Cons Contained in the Survey

| Pro | Con |
|---|--|
| <p>Many faculty in HSC leadership positions are clinician-educators, including multiple division chiefs, but are not eligible for tenure despite their significant accomplishments.</p> | <p>Tenured status is a sign of very high achievement and the requirements for tenure should not be lessened in order to grant tenure to clinician-educators. Any effort to make tenure available to clinician-educators must include adoption by Faculty Governance of criteria specific to the scope of work for these faculty, which may be a difficult process.</p> |
| <p>The availability of tenure for clinician-educators may have a beneficial effect on recruitment and retention of critically-needed faculty.</p> | <p>Potential and current clinician-educator faculty may not be concerned with whether tenure is available to them</p> |

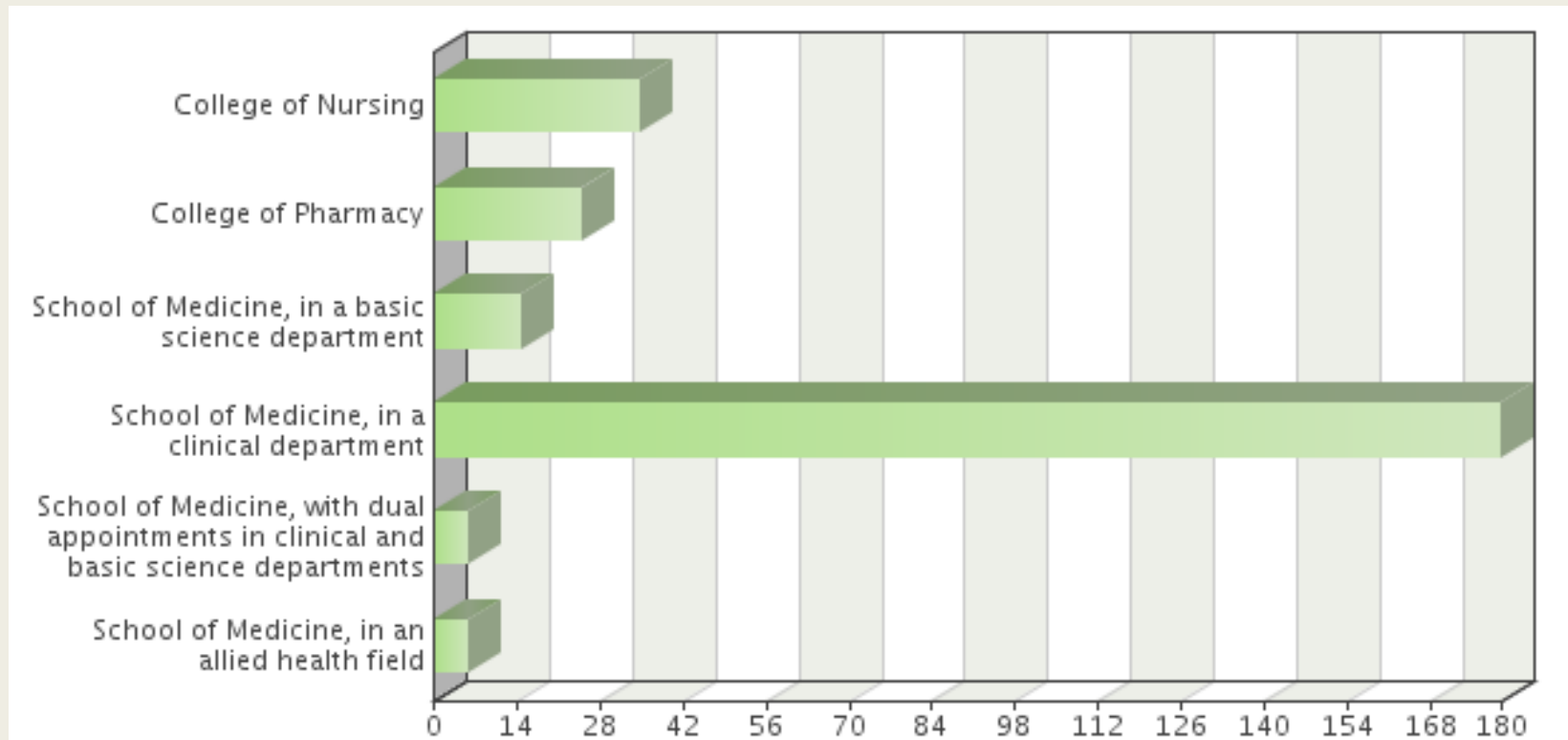
Statement of Pros and Cons Contained in the Survey

| Pro | Con |
|---|---|
| <p>At the present time, the switch from clinician-educator track to tenure track is available once and is irreversible. Requirements for tenure after the switch are identical to those required of faculty hired into the tenure-track, including the requirement for funded research, usually impossible to achieve given the clinical duties of these individuals.</p> | <p>Faculty may be hired as flex-track faculty and decide at a later time whether to switch to tenure-track, or may be hired as clinician-educators but are afforded one opportunity to switch to tenure track if they desire. Similarly, faculty hired as tenure-track have one opportunity to switch to clinician-educator track if they desire. These changes are irreversible.</p> |

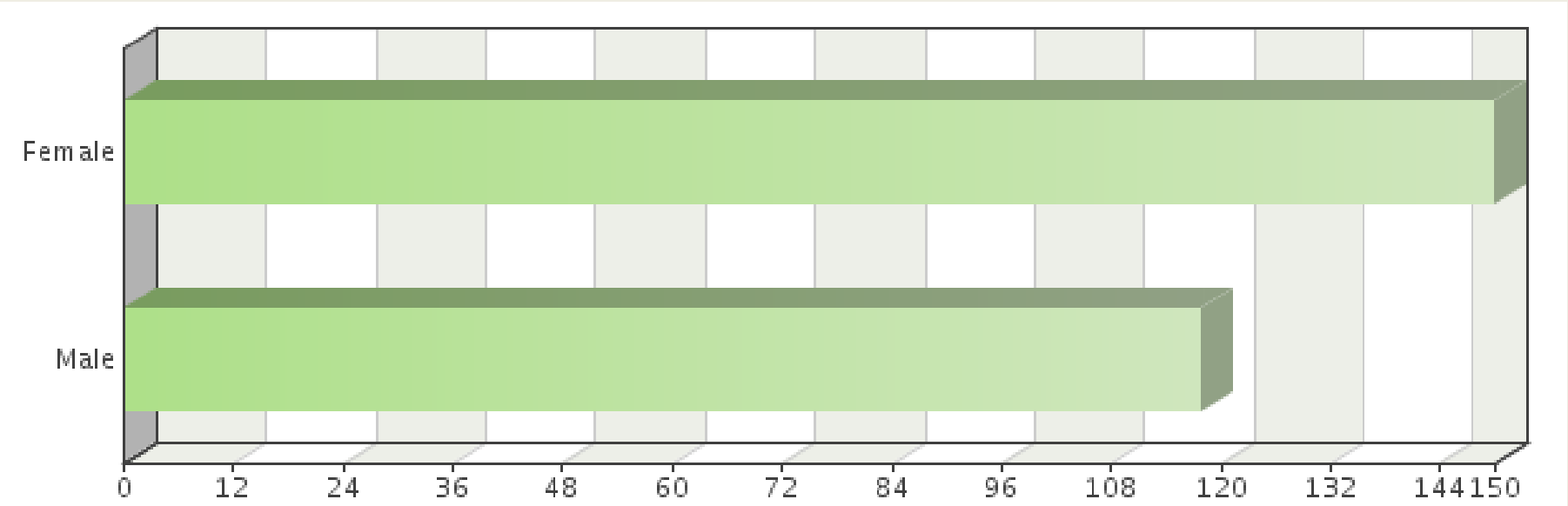
Statement of Pros and Cons Contained in the Survey

| Pro | Con |
|---|-----|
| <p>As in most American universities, the percentage of faculty at UNM on tenure-track or who have tenure has been declining in recent years. This may represent an issue with respect to academic freedom for the faculty as a whole. A statement entitled “Tenure and Teaching-Intensive Appointments” from the American Association of University Professors (AAUP) published in 2010 and updated in 2014 presents a cogent argument for reversing this trend. It is available online at: http://www.aaup.org/AAUP/comm/rep/teacher_tenure.htm</p> | |

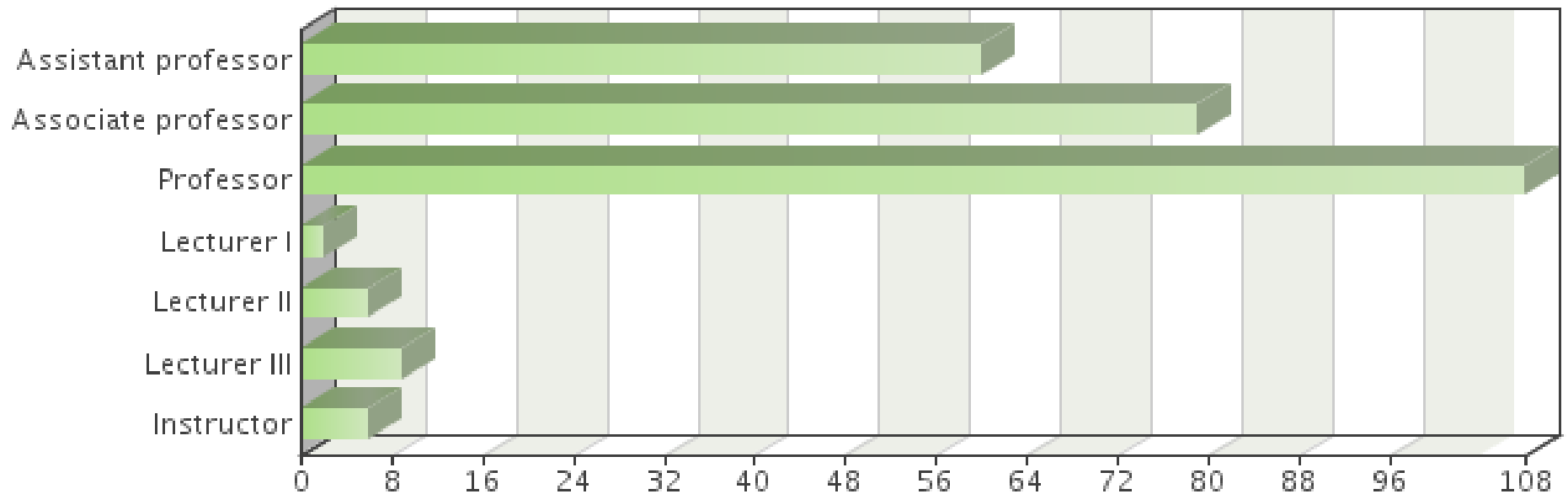
Distribution of Responses by College or School of Medicine Program



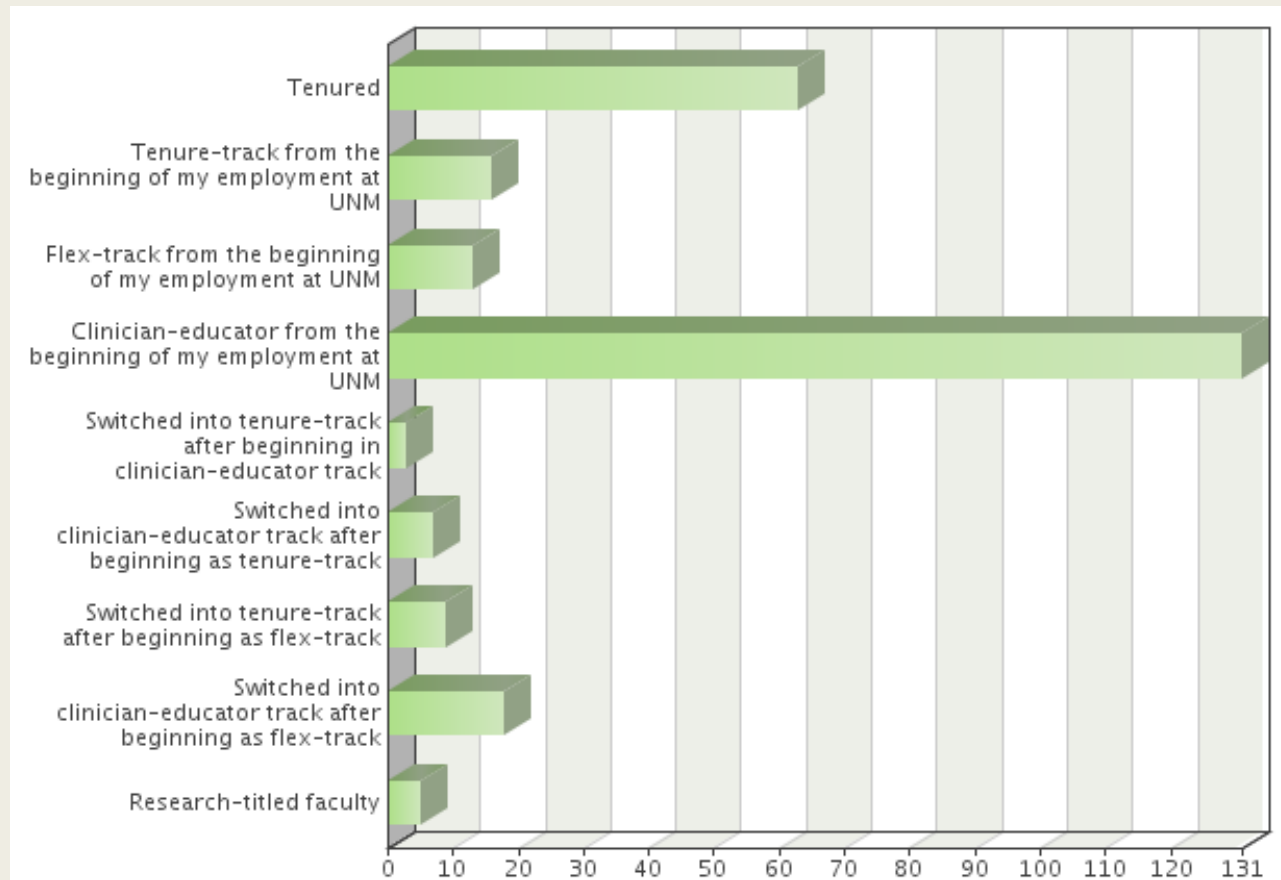
Distribution of Responses by Gender



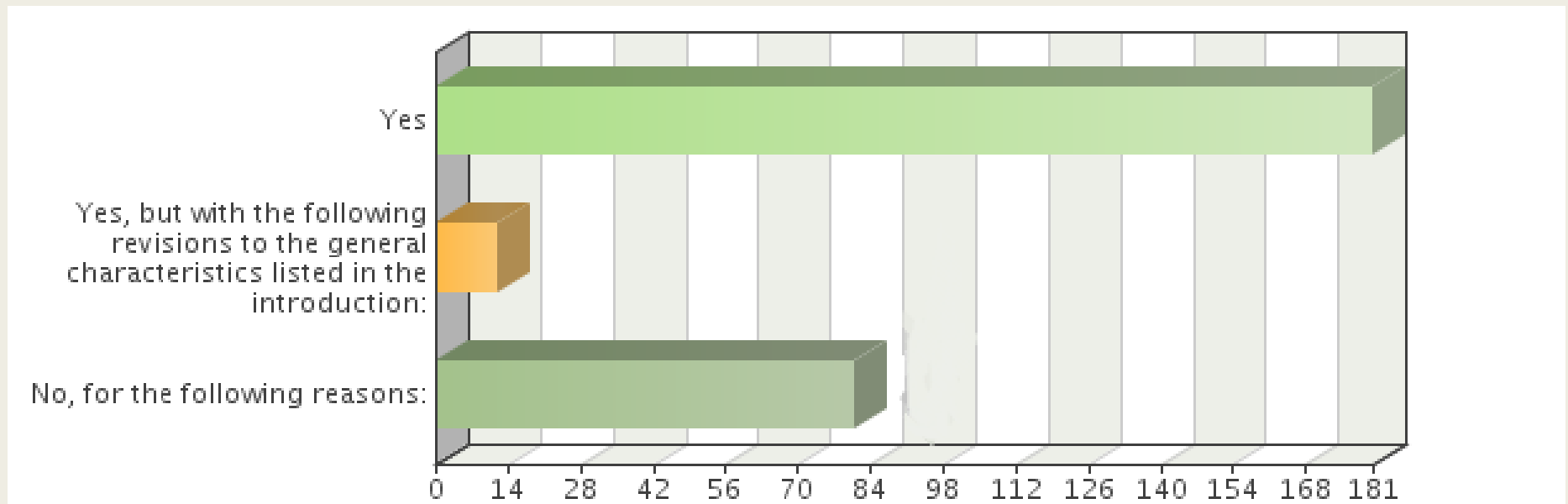
Distribution of Responses by Academic Title



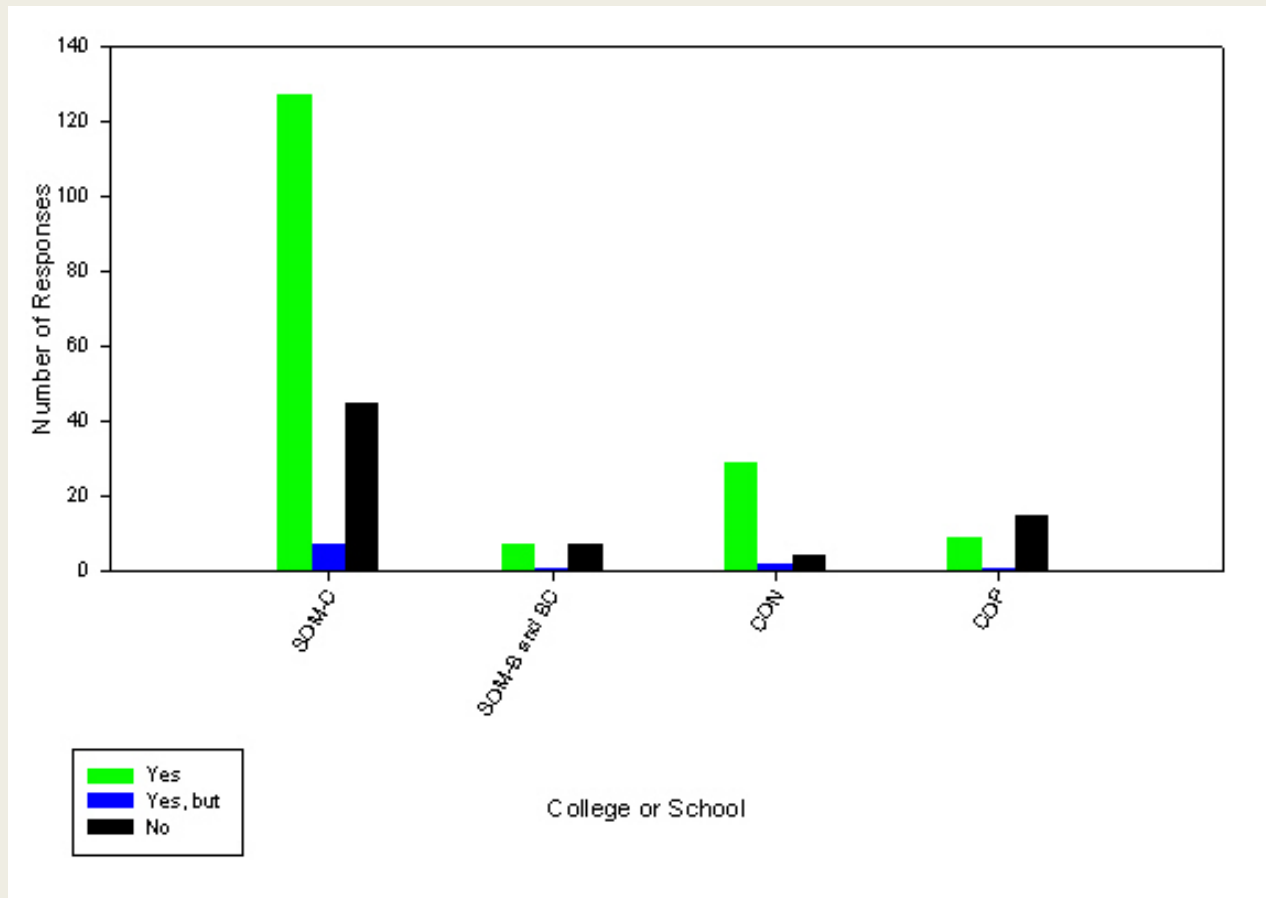
Distribution of Responses by Track and Track Transitions



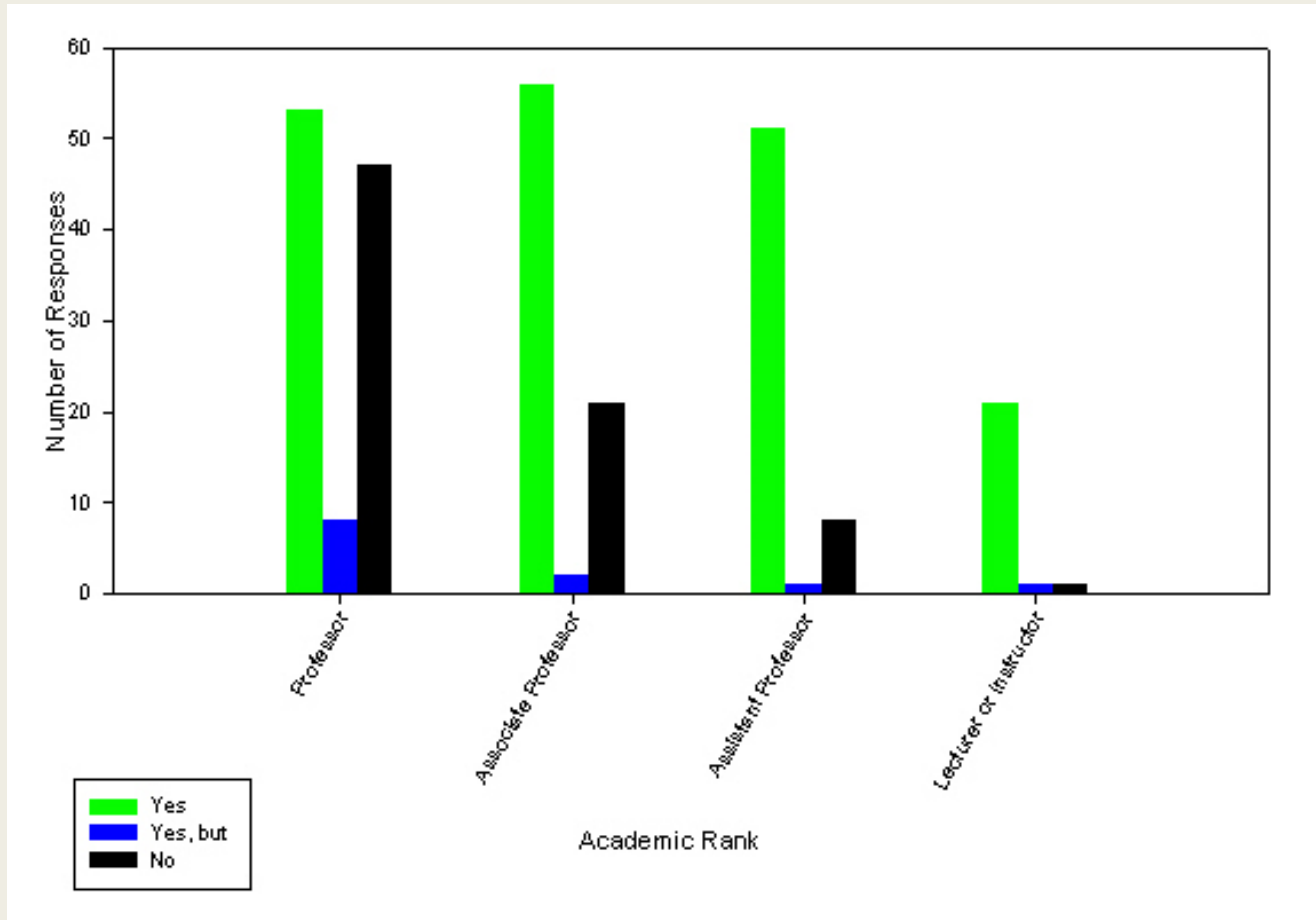
Overall Results



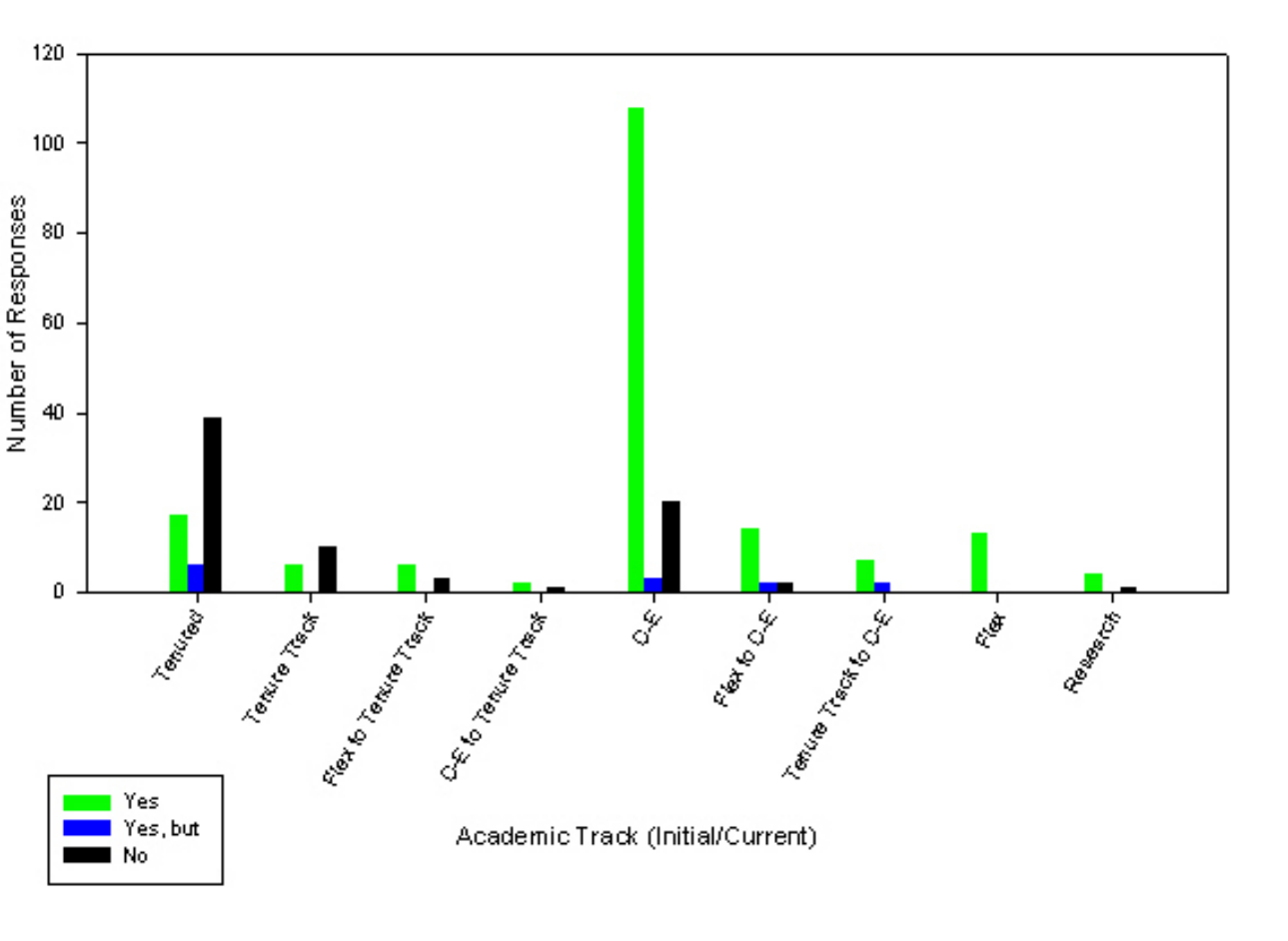
Support for Proposal by College or School



Support for Proposal by Academic Rank



Support for Proposal by Academic Track



Selected Comments on Key Question

- Tenure track clinician educators must always have the option of switching back to non-tenure track--clinical duties usually fall outside the faculty member's control and tenure activities might not always be possible
- Tenure decisions must include an "up or out" result, as for tenure-track faculty. In other words, going for tenure has a significant risk, which Clinician Educators currently do not face.
- I would like to see you explore the requirements for tenure to not only include some funded research -particularly in the area of translational research but also to think about our roles in the community and our efforts to improve the health of New Mexicans
- The clinician educator track as it currently exists should go away. All faculty should be required to be considered for tenure.
- The scope of work evaluated should be either the full clinical-education-research or any combination of two categories
- I don't think tenure should be given to anyone

Which College or School is Most Affected?

- More than 80% of the faculty of the UNM School of Medicine are currently on the clinician-educator track (Roth P. Oral communication.)
- Of the respondents, 15/35 (43%) were College of Nursing clinician-educators of any professorial rank
- Of the respondents, 5/25 (20%) were College of Pharmacy clinician-educators of any professorial rank

American Association of University Professors: Tenure and Teaching-Intensive Appointments*

- “The past four decades have seen a failure of the social contract in faculty employment. The tenure system was designed ... to unite a faculty of tremendously diverse interests within a system of common professional values, standards, and mutual responsibilities.¹ It aimed to secure reasonable compensation and to protect academic freedom through continuous employment.² Financial and intellectual security enabled the faculty to carry out the public trust in both teaching and research, sustaining a rigorous system of professional peer scrutiny in hiring, evaluation, and promotion. Today the tenure system has all but collapsed.

*Available at: <http://www.aaup.org/AAUP/comm/rep/teachertenure.htm>

Accessed: November 19, 2015

American Association of University Professors: Tenure and Teaching-Intensive Appointments*

- “Before 1970, as today, most full-time faculty appointments were teaching-intensive, featuring teaching loads of nine hours or more per week. Nearly all of those fulltime teaching-intensive positions were on the tenure track. This meant that most faculty who spent most of their time teaching were also campus and professional citizens, with clear roles in shared governance and access to support for research or professional activity.³

*Available at: <http://www.aaup.org/AAUP/comm/rep/teachertenure.htm>

Accessed: November 19, 2015

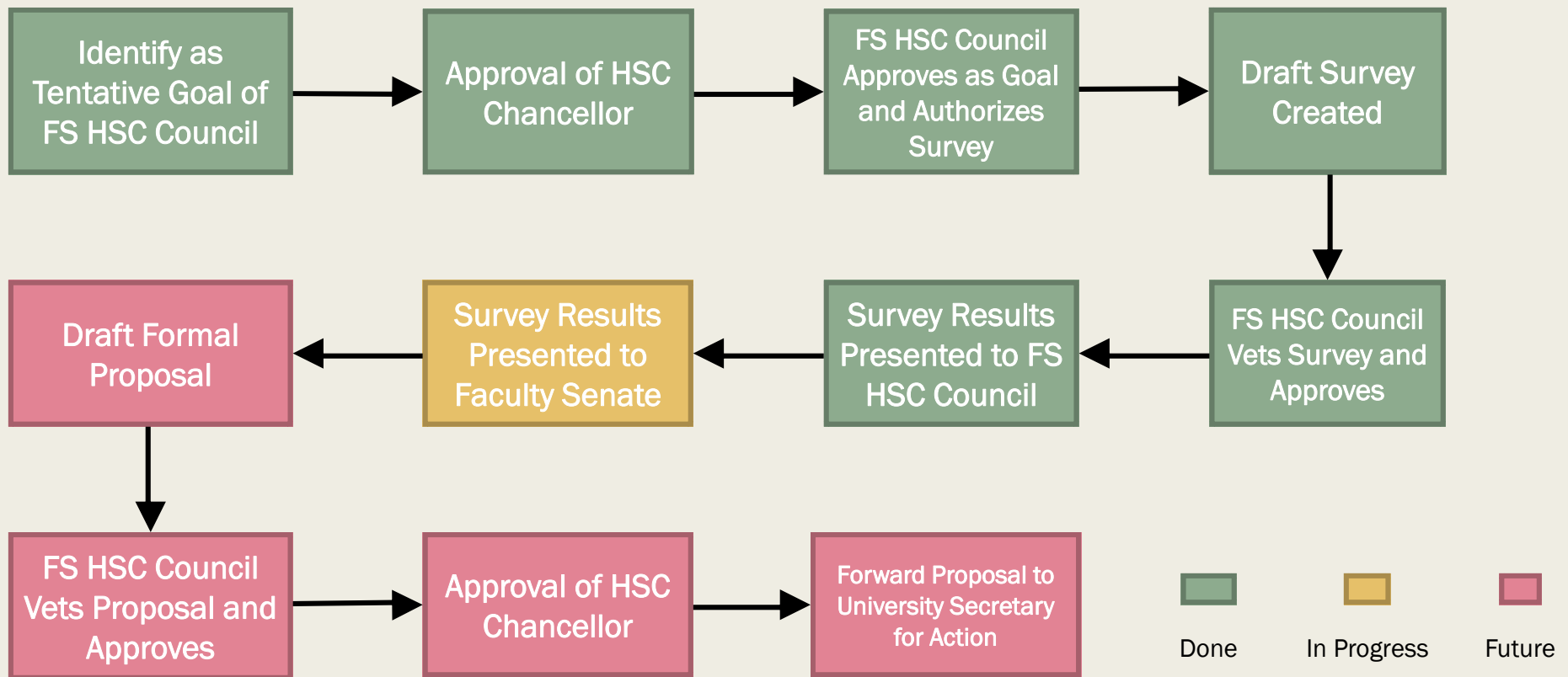
American Association of University Professors: Tenure and Teaching-Intensive Appointments*

- “Today, ... the majority of teaching-intensive positions have been shunted outside of the tenure system. [There has occurred] a dramatic shift from “teaching-intensive” appointments to “teaching- only” appointments, featuring a faculty with attenuated relationships to campus and disciplinary peers. This seismic shift ...to “teaching-only” faculty ... has had severe consequences ..., producing lower levels of campus engagement ... and a rising service burden for the shrinking core of tenurable faculty.”

*Available at: <http://www.aaup.org/AAUP/comm/rep/teachertenure.htm>

Accessed: November 19, 2015

Progress of C-E Tenure Proposal



UNM Faculty Handbook:

B4: Faculty Reviews

- 4.7.2 Purpose of the Tenure Review and Standards for Tenure
 - *The awarding of tenure is the most serious commitment the department, college/school, and University make to a faculty member. Tenure is a privilege, not a right, and is awarded only after the most serious deliberation and review. The tenure review consists of evaluation of the faculty member's teaching, scholarly work, service, and personal characteristics, according to the standards specified in this Policy and the criteria of the academic unit... Faculty in the School of Medicine are required to demonstrate excellence in two of the following categories of teaching, scholarly work, or service/administration as described in the Medical School tenure and promotion guidelines.*

UNM SOM Tenure and Promotion Standards Guidelines, (adopted 12/19/1995)

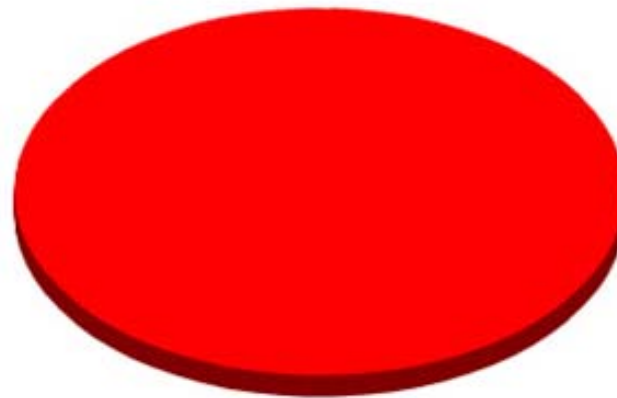
- The current Faculty Appointment and Tenure and Promotion Guidelines of the SOM (for Tenure Track faculty) say this:

2....not all scholarship need be in conventional biomedical research. Here are some examples: activities in development of new teaching techniques and programs; recognition by peers for contributing ideas about research, patient care, or teaching; recognition of the candidate as a responsible and effective critic, as well as certain other activities. To ensure that such activities are given proper consideration, the chair needs proper documentation of these kinds of scholarship. Most important, such contributions should have some recognition beyond the boundaries of the University of New Mexico(emphasis added).

3....evidence should be presented showing the recommended person as having national and/or international recognition.

Questions?

**Do you agree with the theories of
Schrodinger?**



Yes
 No

HSC Day at the Legislature: Dates, Poster, Asks, Leave-behinds, and Reminder: Election of new Council Vice Chair scheduled for early Spring.

5. **Budget Committee and other Faculty Senate Committees: Update.** Chair Brown indicated that with respect to the Faculty Senate Budget Task Force he is trying to pull together a list of information on unfunded and underfunded mandates that the legislature has told UNM must do in legislation but they do not pay for. President Posse informed HSC Council of the budget shortfall that UNM is facing. President Posse indicated that a new initiative has just surfaced from Regent Coch which involves plans for incentivizing top performing faculty. Posse thinks it is important to understand that this is parallel to the existing efforts of bringing up faculty salaries in line to the nationwide standard. A lot of the positions that the President has discussed are going to be cut. Every administrative unit has already begun taking cuts. President Posse informed HSC Council that these cuts are not being evenly distributed across the board. Some units are taking more cuts than others. President Posse has a meeting with President Frank at 4:00PM today to discuss these issues further. Chair Brown indicated that the Budget Task Force is operating under a rapid timeline and that getting the baseline data they need to move forward has been very difficult.
6. **Innovation Academy.**
7. **Vice Chair Report.** Discussion about "asks" to change narrative around the University Next week's Faculty Senate meeting. Vice Chair Brown mentioned the proposal to discuss the Clinician Educator idea will be addressed at the November Faculty Senate meeting. Vice Chair Brown encouraged Council members to attend the Senate meeting to provide for a balanced/robust discussion, and so that HSC can clearly express their views. This is an introduction to the Faculty Senate and it is being brought forward as an information item. Vice Chair Brown discussed last year's UNM Day at the legislature. He indicated that clear talking points were not put together well in advance and were not empathized. He would like HSC Council to generate ideas for talking points to make a stronger case. Vice Chair Brown also discussed putting together a business case. This time around he plans to build a poster around the economic impact of UNM graduates. What is the return on the dollar for money that goes into the University? Vice Chair Brown indicated that for his upcoming leadership as Chair beginning 7/1/16 he will be focusing on changing the narrative from "we want you to give us money" to "you should invest in us because the state will have more money if there's more educated people who can enter professions and earn a good living and things like that". Vice Chair Brown has received a lot of data from the Faculty Senate Budget Committee. Professor Godwin wanted to ensure that HSC Council has accurate data. Vice Chair Brown will consult with Godwin so that he can have an opportunity to review the data for accuracy. Professor Parham thought that the return on the investment is a good strategy to tackle with legislators. The health of New Mexicans, improved tax base, keeping educated people here at home where they

can reinforce in their communities, and extending ideas about education out into communities are some brainstorming ideas. This will be run by the Governmental Relations Office and the Faculty Senate Governmental Relations Committee. HSC Council will work on a list of ‘asks’

8. Open Forum.

9. Adjourn