



Electronic Submission to the University Committee

April 20, 2015

Professor Jo Ellen Fair
Chair, University Committee
133 Bascom Hall
500 Lincoln Drive

Subject: UW School of Medicine and Public Health Academic Planning Council
Self-Study Report for the Period January 2010 – December 2014

Dear Professor Fair and Members of the University Committee:

In compliance with Faculty Policies and Procedures 3.08, I am happy to provide a copy of the School of Medicine and Public Health (SMPH) Academic Planning Council's self-study report for the period January 2010 through December 2014.

At the meeting of the SMPH Academic Planning Council on April 15, 2015, APC members voted to approve the recommendations of the SMPH APC 5-Year Study Sub-Committee.

If you have any questions, please contact Michael G Janes, Associate Dean for Administration, janes2@wisc.edu or 608-265-9441.

Sincerely,

Robert N. Golden, M.D.
Dean, UW School of Medicine and Public Health
Vice Chancellor for Medical Affairs

Enclosure

SCHOOL OF MEDICINE AND PUBLIC HEALTH ACADEMIC PLANNING COUNCIL SELF STUDY REPORT

Accepted by the APC – April 15, 2015
Released to the SMPH Faculty and Staff 000000

BACKGROUND

UW Madison Policies and Procedures (FPP) 3.08.B.2.b. provide for a self-review of college Academic Planning Councils (APCs) every five years with regard to the APC's structure and functions, to "assess its effectiveness as a faculty voice and its compliance with FPP 3.08. The self study report shall be submitted to the Dean, the faculty of the school or college, and to the University Committee."

The School of Medicine and Public Health (SMPH) self-study subcommittee was charged in November 2014 to prepare a preliminary report for the APC's consideration during winter 2015. In undertaking its charge, the self-study subcommittee reviewed data covering the period January 2010 – December 2014. The subcommittee reviewed relevant policies, including UW Faculty Policies and Procedures 3.08, the description and nomination/election procedures of the SMPH APC, and information collected via a survey of SMPH faculty and academic staff.

School of Medicine and Public Health APC Mission

The SMPH APC membership policies and election procedures were approved by the SMPH faculty in June 1995 and were amended to include Academic Staff representation in 1997. The mission of the SMPH APC and aspects of composition and frequency of meetings are mandated by FPP 3.08. These include:

- Consult on matters such as program review and future development/contraction of academic programs.
- Provide advice on development of strategic and long range plans.
- Provide advice on program decisions likely to affect promotions to tenure or non-renewal of probationary faculty appointments.
- Consider any other factors relevant to the capacity of the School to fulfill its mission.

The APC is required to meet with the Dean at least three times per semester to consult on matters related to governance (e.g., promotion of faculty within ranks, departmental realignments, etc.), program and mission related activities (e.g., research programs, clinical programs, educational programs), strategic planning, and resource allocations (e.g., mission aligned management allocation, facilities management).

School of Medicine and Public Health APC Composition

- A. The School of Medicine and Public Health (SMPH) Academic Planning Council (APC) will be comprised of:
- Dean, ex-officio, Chair
 - 3 tenured/tenure track faculty elected from basic science departments
 - 3 tenured/tenure track faculty elected from clinical science departments
 - 1 CHS or CT faculty representative
 - 1 non-CHS/CT academic staff representative
 - 1 tenured/tenure track faculty representing the Faculty Advisory Committee

Per UW-FPP 3.08, at least two-thirds of the members of the APC must be tenure track faculty.

A single department shall have no more than one representative on the APC.

- B. The Dean or the Dean's designee will Chair the School of Medicine and Public Health Academic Planning Council.
- C. Nine members will be elected to the APC.
- The six tenured/tenure track faculty members will be directly elected to the APC. All SMPH tenure track, CHS track, and clinical teacher (CT) track faculty (with appointments of 50% or more of full time) are eligible to nominate and vote for faculty candidates and to run for election to the APC.
 - The one CHS or CT track faculty member will be directly elected to the APC. All SMPH tenure track, CHS track, and CT track faculty (with appointments of 50% or more of full time) are eligible to nominate and vote for faculty candidates and to run for election to the APC.
 - The one non-CHS/CT track academic staff member will be directly elected to the APC. Eligibility to stand for election is limited to those categories of SMPH academic staff who meet the requirements of FPP 3.08.A.2: "All elected and appointed members of each Academic Planning Council shall be faculty or academic staff whose primary responsibilities are instruction, outreach/extension and/or research or be academic associate deans." All SMPH academic staff are eligible to nominate and vote for this member. *(Note: CHS track and CT track faculty are included in the faculty election process and are, therefore, not eligible to participate in the academic staff election process.)*
 - The one tenured/tenure track Faculty Advisory Committee (FAC) member shall be elected by the SMPH FAC.

REVIEW OF SCHOOL OF MEDICINE & PUBLIC HEALTH APC ACTIVITIES January 2010 – December 2014

Meeting agendas and actions for the period January 2010 – December 2014 were examined. It was found that during this period the SMPH Academic Planning Council met 31 times (over the course of 10 semesters), with an average of 3.1 meetings per semester, including the summer meetings, a frequency within the FPP mandated guidelines of 3 per semester. Within this time frame, 125 separately noted agenda items were presented at APC meetings. These agenda items and actions, taken as defined by vote, have been generally categorized in the table below.

	APC Activities as Defined by Agenda Items		APC Actions as Defined by Vote	
	# Agenda Items	% of Total	# Actions	% of Total
TOTAL GOVERNANCE <i>(promotion of faculty within ranks; department/center realignments; policies and procedures; etc.)</i>	75	60%	51	60%
PROGRAM AND MISSION-RELATED ACTIVITIES <i>(research programs; clinical programs; educational programs; degree programs)</i>	43	34.4%	31	36.5%
STRATEGIC PLANNING <i>(long-range planning)</i>	2	1.6%	1	1.2%
RESOURCE ALLOCATIONS <i>(mission-aligned management allocations; facilities management)</i>	5	4%	2	2.3%
TOTALS	125		85	

SELF-STUDY SURVEY

To aid in the review process, the Subcommittee conducted two online surveys. One survey solicited comments from current and previous APC members, FAC members, SMPH Deans, and Department Chairs. The second survey solicited comments from all SMPH faculty and academic staff.

The first survey, sent to APC and FAC Members, Deans, and Department Chairs, requested responses in the areas of:

- 1) The role of the APC as a central governance vehicle for the School of Medicine and Public Health
- 2) Fulfillment of the APC's mission
- 3) Determination of agenda items
- 4) APC composition
- 5) Communication of the actions and activities of the APC.

The survey directed to faculty and academic staff requested responses in the areas of:

- 1) Awareness of the existence and functions of the APC
- 2) APC composition
- 3) Communication of APC actions and activities
- 4) Length of Service

Survey links were distributed by e-mail. All responses were confidential. Responses were received from 44 current and former APC members. Responses were received from 953 faculty and academic staff. The tally of all responses was included as an appendix.

SUMMARY OF SELF-STUDY SURVEY RESPONSES & ISSUES IDENTIFIED

Governance:

Eighty-nine percent of the APC members, chairs and deans agreed that the SMPH Academic Planning Council is a "central governance vehicle for faculty input into SMPH policy, planning and program development." A theme revealed in this survey was representation on the committee, more specifically, the representation should be a larger, more diverse, portion of the faculty. We will need to more clearly communicate to the community that the makeup of this body is determined by the FP&P.

Mission: (APC Members Survey)

Ninety-one percent of the APC members, chairs, and deans who responded indicated they felt the APC was effective in fulfilling its mission. A comment was made that the outcomes and goals are not adequately communicated and that the committee is not truly advisory to the Dean.

Agenda Development: (APC Members Survey)

Eighty-three percent of APC members, chairs, and deans who responded felt that adequate mechanisms exist to bring matters before the APC. There were several suggestions regarding the mechanisms for bringing matters before the APC, including faculty should be able to contact APC directly and Department Chairs should be made aware of the issues.

Awareness of the Existence and Functions of the Academic Planning Council: (All Faculty)

951 SMPH faculty and staff responded to the survey. Twenty-eight percent responded that they were aware of the existence and functions of the APC. 682 (72%) indicated they were not aware of the existence and functions of the APC. Of those who indicated they were aware of the APC, 15 (6%) served on the APC in the past, 46 (19%) learned of APC via the SMPH website, 47 (20%) became aware of APC via SMPH meetings, 63 (26%) heard of APC via their Department, 4 (2%) were informed during an orientation session, 58 (24%) learned of APC from a faculty/staff member, and 56 (23%) learned of the APC from other avenues, such as reading about it, giving a presentation to the APC, reading various emails, getting approval for a new program, or from their position in the Dean's Office, annual elections, and various University committees and knowledge of University structure.

Composition:

Eighty-eight percent (36/41) of APC members, chairs, and deans who responded felt the APC provided adequate representation of all faculty and academic staff of the School of Medicine and Public Health. However, only sixty-one percent (529/869) of faculty and academic staff felt the APC provided adequate representation of all faculty and academic staff of the School of Medicine and Public Health. Within this group, the dominant theme was a proposed change in the distribution of membership. The vast majority of responses related to the recommendation for more Academic Staff representatives, with a smaller number of responses suggesting an increase in Clinical Faculty representation and other changes in distribution to more closely align with the distribution in workforce numbers.

Communication:

In general, communications issues about the APC need improvement. Ninety percent of the faculty & academic staff and fifty-five percent of deans, department chairs, and APC members said they did not know where to find information on APC decisions. Current communication is inadequate. Suggestions about how best to communicate information were generally focused on the use of targeted email distributions.

CONCLUSIONS AND RECOMMENDATIONS OF THE SELF-STUDY SUBCOMMITTEE

Based on the data collected from the meeting minutes and agendas and the survey results, it is the conclusion of the self-study subcommittee that the SMPH APC is accomplishing its mission and overall is performing its duties to satisfy the criteria established in FPP 3.08. The frequency of meetings and the distribution of governance, program and strategic planning, educational, and facilities deliberations and actions have been appropriate. However, it is clear that the issues discussed and actions taken by the APC are not being adequately communicated to the faculty and staff of the SMPH. Furthermore, the survey results indicate SMPH chairs, faculty, and staff would appreciate having a means of directly submitting potential agenda items. Budgetary issues, primarily those associated with MAMA but also those related to financial challenges, have been brought before the APC for approval

The sub-committee provides the following recommendations to the APC:**Governance:**

As an elected body and in serving its mission, the APC in fact is serving as a governance vehicle for faculty input to SMPH policy, planning, and program development. However, the membership of the APC is rather limited, and input from a broader cross-section of the faculty and/or staff is sometimes necessary. Although the time frames for decision making are increasingly shortened due to many internal and external time pressures, where possible, the School should actively seek faculty input on major program issues or changes, strategic plans and other issues relevant to the SMPH mission prior to final decisions or recommendations. In some cases, this can be accomplished by taking relevant proposals to the Basic Science and/or Clinical Chairs and/or Combined Chairs groups for discussion prior to final decisions with expectation that the chairs will inform their faculty at department meetings as appropriate. In matters that are expected to be of interest to a broad number of faculty and/or staff or that may require a vote, use of the SMPH Faculty and Staff meeting using a town meeting format prior to final consideration by the APC may be helpful.

Mission:

No recommendations

Agenda Development:

It is recommended that an option for faculty and/or staff to submit potential agenda items in advance of each APC meeting be considered.

Awareness:

Only 28% of SMPH Faculty and Academic staff responding to the survey indicated they were aware of the existence of the functions of the APC (down from 41% in a prior survey). Clearly, there is a need to increase awareness regarding the existence and function of the APC. The subcommittee recommends the current SMPH APC intranet page be more easily visible and that chairs and department administrators be encouraged to include discussion of the APC, and all other SMPH councils and committees, in departmental onboarding procedures for all faculty and staff.

Composition:

Although a large number of comments encouraged consideration of adding additional academic staff representation or moving to a proportional representation model, the university's governing legislation that established APCs for schools/college requires that 2/3rds of the APC membership be tenured/tenure track faculty. As a result, proportional representation based on the composition of SMPH employees is not possible. With a ten-member committee, only three members can come from the CHS track, CT track, and other SMPH-related committee. Clear communication of this FP&P requirement to all faculty and staff is recommended at the time of each election of new APC members.

Communication:

Communication about APC mission, decisions and agendas: The results of a prior survey led to a recommendation that the agenda of APC meetings should be distributed in advance to chairs and that a summary of APC actions be distributed via email. Agendas and minutes are now posted on the [APC section](#) of the UW SMPH website. However, it is clear from the results of the current survey that faculty and staff are not aware of the existence of this information. A focused communication addressing the APC, and other councils and committees of the SMPH, should be provided to all faculty and staff as part of the onboarding process, with occasional reminders distributed by email on a regular, perhaps annual, basis.

Specific to the APC, communication is central to general understanding about the mission and activities of the APC. Questions about representation and misunderstanding of what APC does and does not cover were evident in respondents' comments. A one-time email to all SMPH members with summary results of the self-survey, including actions based on findings, along with a clarification of the kinds of activities the APC undertakes (and those not under APC purview) plus links to APC information is recommended. Additionally, a brief agenda item on the next faculty/staff meeting could be added.

Mechanism for input to the APC: Currently, there is no formal mechanism for allowing direct input from faculty and staff on agenda items or other issues. A link within the APC website could be created where individuals could post questions, ask for clarification, or raise new issues. This would require staff time to review regularly, but it would greatly enhance a sense of transparency and two-way communication.

Appendices (appendix materials are available to faculty and staff upon request)

- UW-Madison Faculty Policies and Procedures (UW FPP) [3.08](#)
- School of Medicine and Public Health APC Charge and Membership Document
- Survey Instruments

Report prepared for APC consideration by the Self-Study Subcommittee composed of Edward Jackson, PhD, John Kuo, MD, PhD, and Michael Janes