

MINUTES
490th MEETING OF THE FACULTY SENATE
3:00 pm, Wednesday, September 16, 2020
Virtual Zoom Meeting

PRESENT: Akst, Al-Grain, Antoine, Bennett, Bitzer, Blakeley, Bulte, Burkhart, Burke, Cabahug, Campbell, Carr, Cervenka, Cooke, DeZern, DeZube, Doetzelhofer, Donehower, Eberhart, Fowler, Fu, Garcia, Gottlieb, Inoue, Karjoo, Macura, Mahesh, Margolis, O'Brien, Pierorazio, Redmond, Reesman, Seymour, Stayman, Swenor, Tamashiro, Taylor, Tschudy, Vernon, Wagner-Johnston, Weiss, Wu, Zeiler

ABSENT: Drs. Bigelow, Boss, Collaco, Cormack, Gallia, Gourin, Kim, Manahan, Marino, McFarland, Merkel-Keller, Ponor, Razzak, Stevens

REGULAR GUESTS: Drs. Faraday, Fivush, Skarupski

Mmes: Bruder, Guy, Robbins **Messrs:**

GUESTS: Drs. Johnson, King, Kumar, Maragakis, Smith **Mmes: Messrs:**

- I. Welcome and approval of minutes.** Dr. Mahesh welcomed the Senate members and guests. The minutes of the 489th meeting of the Faculty Senate were presented. A motion was made, seconded and minutes were approved.
- II. Sunil Kumar, Provost and Senior Vice President for Academic Affairs; Provost Update.** Provost Kumar started by defining the role of the Provost relative to the School of Medicine (SOM). Specifically, the Provost chairs the Advisory Board for the Medical Faculty (ABMF). The ABMF has responsibility for reviewing recommended promotions for all SOM faculty. The Provost also works with the JHU SOM relative to overall University budget and planning, evaluating criteria for academic advancement and addressing compensation, but does not have formal overlap with the Johns Hopkins Health System (JHHS). This arrangement is common with academic institutions that have a large health system. The Provost has been meeting with the University Pandemic Academic Advisory Committee (UPAAC) to address the issues brought forth by the faculty during the pandemic. The UPAAC has extensive SOM representation and has submitted a report listing concerns of early stage faculty in particular. In addition, the JHU President and the Provost have been on a "listening tour" of the JHU schools to hear the concerns of the faculty. An immediate outcome of these efforts is that JHU has launched the [COVID-19 Caregiving Relief Fund](#). The institution is also providing other [Family and Caregiving Programs](#) during the pandemic (feasible as long as there is a state of emergency). An additional concrete step to address a core need of faculty (and early stage faculty in particular) is to address performance and promotion evaluations during the special circumstances of the pandemic. The Office of the Provost is working to ensure that appropriate performance criteria relative to the challenges imposed by the pandemic are developed to integrate into the performance evaluation processes within the SOM and University. In response to a question about what faculty can do to help, the Provost responded that they should inform their department leadership and the leadership of promotions committees about what they think would be meaningful additions to help evaluate evidence of performance in the setting of the pandemic. He also discussed awareness about the need for two-way communication between the faculty and administration, at multiple levels and with consistent messaging. His office is actively working to enhance communication through multiple pathways. One of the mechanisms for communication is regular Town Halls. There is an upcoming Town Hall about University budget planning. Regarding the budget: the decision to freeze contributions to the 403B plan was a terribly challenging decision to have to make, but was made in the setting of facing projections of extraordinary deficits. Current projections are that the deficits will be at least 50% less than previously estimated due to exceptional efforts across the University and SOM. Further, the University and SOM are in better position to function if there are additional surges of COVID-19. Hence, there are no plans for further cuts as part of the COVID-19 response moving forward and leadership is invested in ending the salary freeze. They are aware of the importance of maintaining competitive compensation for the retention of faculty. In addition, if the financial status improves further, they will reassess whether benefits can be reinstated. A point was made that some of the SOM furloughs and salary changes that were required in the SOM occurred to correct structural problems in the SOM budget that existed pre-pandemic, but were exacerbated by the required emergency response to the pandemic.
- III. Landon King, MD, Executive Vice Dean, Johns Hopkins University School of Medicine; Administrative Update.** When COVID hit, the University created a budget based on projections of how the pandemic would affect the budget overall and the JHU SOM in particular. The loss was projected at \$185 million. The actual loss was \$115 million. This improved outlook is due to multiple major efforts across the SOM. For example, in April, JH went from roughly 100 telemedicine visits a month, to now roughly 5,700 telemedicine visits a day. In addition, we did not lose research revenue the way we anticipated. The SOM received \$15 million from the CARES Act. In addition,

Kevin Sowers and JHHS board approved provision of \$40 million towards supplements for faculty as a means to preserve income across SOM faculty working throughout the pandemic response and \$10 million for lease costs. An unexpected expense was a rate adjustment (increase) for medical malpractice. Hiring (with appropriate justifications and funding support) is fully operational. Although there are still remarkable deficits, the JHU SOM through extensive efforts across faculty, administration, etc. overcame the depth of the previously anticipated loss by roughly \$100 million. If this effort is continued and there are no additional unanticipated losses, the JHU SOM is tracking to be on budget for FY21. There are no additional budget reductions anticipated for FY21. There are established procedures to allow continuation of clinical activity even in the setting of additional COVID-19 surges. Goal of JHU SOM is to return to merit increases in FY22. Important improvements to maintain the SOM budget gains are: ongoing careful hiring policies, ongoing clinical activity, performance improvements achieved (through restructuring, shedding expense and capturing revenue at the level of the departments and central SOM) maintained and extended. At this time, the only things on hold are capital projects. This is still under review, but with the goal of proceeding with some projects in FY21. Otherwise, research and clinical activities are fully activated.

IV. W. Brad Johnson and David G. Smith – Authors of Athena Rising; Mentoring during the time of COVID-19.

Drs. Johnson and Smith gave a presentation on how men are advised to best mentor women including women in URIM groups. Research shows the more gender diversity present at all levels across an institution, the more effective the institutional decision making. Despite this realization, women are still not getting mentored or sponsored the same way as men. To address ongoing disparities, men must actively engage in mentorship of women (and other URM groups). Further, men benefit when they mentor women. Advised that a positive way for males interesting in mentoring to approach a potential female mentee is to discuss the mentee's recent presentation, achievement or project or areas of career overlap. Discussed characteristics of effective mentorship relationships between male mentors and female mentees including: humility, avoidance of top-down, hierarchical relationships, investment in the mentees' specific career goals, avoiding the impulse to "fix" mentees dilemmas, but rather offer active listening, support and reassurance. Some men are concerned about the #metoo movement and if they should engage women in being mentors. The reply is yes, need to mentor, simply don't approach or treat a woman (or anyone) inappropriately. Provided the example of JP Morgan Chase's "30-5-1 Pledge" mentoring plan. Applying this to women mentees includes:

- Spend 30 minutes a week getting to know one of your mentees. What are their goals? What are some of the challenges they face? What can you help with along the way?
- Spend 5 minutes a week with one of the women you work with congratulating them on an accomplishment.
- Spend 1 minute a week talking about "her" to someone else. Discuss an accomplishment, discuss her successes (sponsorship).

V. Lisa Maragakis, MD, MPH, Senior Director of Infection Prevention, The Johns Hopkins Health System; Plans for addressing potential surge of COVID-19. The inpatient cases in the Maryland region decreased and then plateaued over the last several weeks. We currently have 45 inpatients within the JH system. Approximately 13 of those patients require ventilation. The planning for another surge is to be more of a "dial" versus a "switch" as was applied in March 2020. JHH has a three staged plan: 1. Stabilization: How can we reposition ourselves to care for the current amount of patients with COVID-19 while maintaining normal operations for other care as much as possible. We feel well positioned with PPE at this time. We plan to use existing beds at different ways and to increase hiring (half-way through hiring incremental staff) to allow this. 2. Ramping up to accommodate more patients with COVID-19. 3. Availability of the larger surge resources. Each of these phases involves using existing capacity and/or opening new capacity. An example is taking a unit and transitioning it into a COVID-19 unit. We want to be more precise about what we shut-down and in what timeframe things need to close instead of a unilateral shut-down. Have significantly increased testing and are moving toward antigen testing.

With no further announcements, Dr. Mahesh thanked everyone and adjourned the meeting at 5:06 PM. The Faculty Senate will meet next on October 21st via Zoom.

Respectfully submitted,
Jaishri Blakeley, MD
Faculty Senate Secretary
Monica Guy
Recording Secretary